

ORANGE COUNTY
PROBATION DEPARTMENT



2006

Business Plan

Colleene Preciado
Chief Probation Officer

ORANGE COUNTY PROBATION DEPARTMENT

2006 *Business Plan*

MISSION STATEMENT

Probation protects the community by conducting investigations for the Court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

Colleene Preciado
Chief Probation Officer



1202.8 (a) Penal Code. Probation; supervision by county probation officer

Persons placed on probation by a court shall be under the supervision of the county probation officer who shall determine both the level and type of supervision consistent with the court-ordered conditions of probation.



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PROBATION DEPARTMENT

March 21, 2006

To our readers:

Our 2006 Business Plan is a comprehensive summary of the value the Probation Department brings to Orange County's public protection services. In addition to reviewing it, I encourage you to visit our web site at www.oc.ca.gov/probation for more information about our programs and employment opportunities.

Thousands of juvenile and adult offenders living in the community are supervised by Deputy Probation Officers to ensure they follow the orders of the Court and rules of probation. Deputy Probation Officers assist the Juvenile and Criminal Courts to make sentencing decisions by preparing investigation and progress reports. Deputy Juvenile Correctional Officers maintain safety and security in our five juvenile correctional facilities where over 900 juveniles are detained daily. These officers receive special training to counsel and redirect these youthful offenders to prevent further criminal behavior. In all service areas, the needs of the victims are given priority. This fiscal year, over \$3.1 million in restitution was collected for victims by our highly skilled Collection Officers. Through these services, Probation contributes to a safer community.

There were many significant accomplishments in 2005. Treatment options for girls were expanded by opening a new girls' dorm at Los Pinos, a previously all-boy facility. The new 120-bed Youth Leadership Academy is nearing completion. Global Positioning Satellite (GPS) monitoring has been added to our supervision tools for certain high-risk offenders. With the implementation of an automated Risk/Needs assessment process, we are another step closer to our vision of an Integrated Case Management System. An emphasis on leadership development will continue to be a priority with a variety of innovations, such as an ethics/values training class for all employees and the launching of a mentoring program.

As in previous years, there are challenges ahead. There has been a 23% increase in adult field supervision caseloads from 2003 to August 2005. Since last year, juvenile intakes have increased 20%. Supervision of juvenile offenders also increased by 5% compared to 2004. In spite of this increase in workload, there has not been a comparable increase in officers. Also, many seasoned employees have retired. It has been necessary to place substantial numbers of adult felony cases on minimal supervision. This reduces our ability to have regular face-to-face contact with them in their homes, at their jobs, and in their neighborhoods, which is our most effective tool for preventing new crimes. The Youth and Family Resource Center (YFRC) programs for our most at-risk juveniles are working. They are preventing many of these youths from becoming repeat offenders. Regrettably, four of the original six YFRCs had to be closed in the last two years due to funding shortages, severely limiting the number of youth and families who could benefit from these very effective services.

Probation's 1,535 employees and over 600 volunteers can be counted on to carry out the mission of the agency. These men and women approach their official duties with integrity, professional expertise, and courage. Because of them, Orange County Probation is considered a leader in community corrections throughout the state. With the support of the Board of Supervisors, collaboration with our labor organizations, and partnerships with local law enforcement, I am excited about what we can accomplish in the coming year.

Sincerely,

A handwritten signature in black ink, reading 'Colleene Preciado'.

Colleene Preciado
Chief Probation Officer



Probation Images

Clockwise from upper left: Staff at Los Pinos performing a fire drill, Deputy Juvenile Correctional Officer Nelson Tuiolosega and Research Analyst Naomi Nguyen serving at a United Way event, Deputy Probation Officer Rajesh Talwar providing field support, and DJCO Diana Magallon teaching a YFRC minor to salsa dance. Center: DPO Cyr Oca putting handcuffs on Volunteer Probation Officer Wayne Buser during a training exercise.

TABLE OF CONTENTS

I. EXECUTIVE SUMMARY	1
II. MISSION AND GOALS	5
III. OPERATIONAL PLAN	9
IV. APPENDICES	63
■ Organizational Chart (Appendix A)	65
■ Management Team (Appendix B)	67
■ Labor Management Committee (Appendix C)	71
■ Business Plan Team (Appendix D)	73
■ Year 2005 Accomplishments (Appendix E)	75
■ Profile of Active Supervision Probationers (Appendix F)	86
■ Juvenile Institutional Services Programming (Appendix G)	90
■ Transitions (Appendix H)	91
■ Glossary of Terms and Acronyms (Appendix I)	93

EXECUTIVE SUMMARY

VISION:

PROMOTING EXCELLENCE AND INNOVATION IN THE FIELD OF CORRECTIONS; CONTRIBUTING TO A SAFE, CRIME-FREE COMMUNITY.

MISSION STATEMENT:

PROBATION PROTECTS THE COMMUNITY BY CONDUCTING INVESTIGATIONS FOR THE COURT, ENFORCING COURT ORDERS, ASSISTING VICTIMS, AND FACILITATING THE RESOCIALIZATION OF OFFENDERS.

The Orange County Probation Department is the second largest criminal justice agency in Orange County. It has been a part of Orange County's continuum of criminal justice services for 98 years. **Probation** means the conditional release of an offender under specific terms ordered by the Court. Probation's primary focus is on adult and juvenile offenders who are charged with or convicted of crimes. Under the supervision of the Probation Department, offenders are given the opportunity to redirect their lives and make restitution to their victims. To accomplish its mission, the department has adopted **The Balanced Approach** for community protection that equally addresses *offender accountability, offender competency, and community security*.

GOALS

The following three strategic goals have been established to accomplish the mission:

Goal #1:

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

The Probation Department prepares investigative reports and other documents that aid judges in reaching appropriate court dispositions. The clients for this goal are the judges and commissioners of the Orange County Juvenile and Criminal Courts. It is essential that they receive accurate, thorough, and timely information to assist them in making detention and sentencing decisions.

Key Outcome Indicator:

- ***Percent of court investigations submitted within filing requirements.***

For FY 04-05, 100% of the 985 reports completed by Adult Investigation were submitted on time, and 98.2% of the 4,765 reports completed by Juvenile Investigation were submitted on time.

Highlights of 2005 Accomplishments

- To increase clerical efficiency and speed the preparation of court reports, some 32 deputies in the Adult and Juvenile Investigation Units were trained in the use of voice recognition technology, laptop PCs were upgraded to improve the performance and efficiency of the software, and software upgrades were purchased.
- Probation worked cooperatively with the District Attorney's Office and the Sheriff's Department to ensure

compliance with changes in the Interstate Compact, which governs the travel, movement, and supervision of adult probationers between states.

- Adult Court Investigation Deputies developed guidelines for drug offender interviews to provide the Court with the maximum amount of useful information in making sentencing decisions.

Goal #2:

Provide protection to the community by managing Orange County's adult and juvenile probation population.

The Probation Department provides protection to the community by ensuring that adult and juvenile offenders on probation comply with court orders and obtain the resocialization skills needed to live crime-free and productive lives. ***Resocialization means identifying the offenders' root problems and matching them with the right treatment programs at the right time.*** The clients are adult and juvenile probationers residing in the community and juveniles who are detained pending court proceedings or committed to a county correctional institution. The Probation Department operates five correctional facilities that serve the dual function of preparing incarcerated juveniles for their successful and productive return to the community while at the same time protecting the community by providing highly structured and supervised residential settings.

Key Outcome Indicators:

- ***Percent of probationers who do not commit a new crime or law violation while on probation.***

In FY 04-05, 66% of the 4,459 adult probationers and 65% of the 2,176 juvenile probationers terminated formal probation without any new law violations.

- ***Percent of probationers who do not commit a violent felony crime while on probation.***

In FY 04-05, 99% of the 4,459 adults and 97% of the 2,176 juveniles who were terminated from formal probation did not commit a violent crime during their supervision period.

- ***Percent of probationers employed or in school.***

Of the 8,662 adult probationers who were on supervision in FY 04-05, 58% were employed or in school for five months or more in the preceding 12 months.

Of the 3,644 juvenile probationers under probation supervision, 54% were attending school regularly without any truancy problems.

- ***Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.***

After being on probation for approximately one year, 52% of 1,391 adults and 62% of 545 juveniles had demonstrated improvement in their total interpersonal functioning and life-skills abilities for FY 04-05.

Highlights of 2005 Accomplishments

Field Operations

- In 2005, Probation enforcement activities resulted in 28,768 searches, 4,473 arrests, 820 weapons confiscated, and 328,098 grams of drugs confiscated.

- The department's computer forensic capabilities were expanded to keep pace with technology to detect and deter illegal or violational activity of sex offenders as well as other types of offenders.
- Probation collaborated in drafting legislation subsequently signed into law by the Governor authorizing the use of Global Positioning Satellite (GPS) technology as a supervision tool for high-risk offenders.
- Collaborative efforts to suppress gang violence were continued by working closely with the District Attorney and cities to intensify commitment to gang violence suppression objectives and by committing additional resources for gang violence suppression in the cities of Tustin, Anaheim, and Santa Ana.
- Revisions were made to Probation's Client Management System (CMS) to automatically track and update DNA collection information required by new legislation.

Institutional Services

- The five juvenile institutions provided a total of 264,854 bed days of treatment and education in FY 04-05 for youth being detained or serving commitments.
- Sixty additional secure female beds were constructed and opened at Juvenile Hall using a \$4.8 million construction grant, and 28 non-secure female beds were built and occupied at Los Pinos.
- A video conferencing pilot project was initiated within the institutions, referred to as "Doc-In-A-Box," to enable medical assessments of in-custody wards at our remote camps via video conferencing to speed the treatment process and reduce the travel requirements.
- Construction was completed at Juvenile Hall that provided a new 1,700-square-foot state-of-the-art library and four new classrooms.
- A 10-year Master Renovation Plan was developed for Los Pinos to include seismic retrofitting and energy-saving improvements.

Goal #3:

Assist crime victims by presenting their interests to the Courts and providing support services.

The Probation Department's goal is to ensure that the needs and interests of victims are addressed in the criminal justice process. Victims want to have a voice and need information to help them understand the system. They may need support services, restitution, and referrals to resources. Probation's services to victims begin when adult offenders are being processed by the criminal courts and juvenile offenders are being processed by Probation's juvenile intake function. Services continue for as long as an offender is on probation supervision.

Key Outcome Indicators:

- ***Percentage of court-ordered restitution paid by probationers to crime victims at closure of obligation.***

In FY 04-05, 820 adult probation cases with restitution owed to victims were closed with 56% of the restitution obligations paid in full. Another 594 juvenile probation cases with restitution obligations to victims were closed with 75% of the restitution paid in full. In all, \$3,115,712 was collected by the closure of these obligations, \$2,606,542 of which was paid to victims of adult probationers and \$509,170 to victims of juvenile probationers.

- *Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.*

Of the 1,697 surveys mailed to victims in 2005, a total of 278 victims responded. Of those responding, 62% expressed satisfaction and 21% expressed dissatisfaction with the services that they had received from Probation.

Highlights of 2005 Accomplishments

- In FY 04-05, Probation collected \$4.3 million for crime victims' restitution and welfare fraud re-payments.
- Informational brochures that explain the process for collection of restitution in both the adult and juvenile systems were created and provided for victims.
- Probation facilitated financial recovery for victims by out-stationing Collection Officers to work in close proximity to field deputies and by improving the flow of initial adult case information to Collection Officers through integration and the use of document imaging.
- Victim awareness education programs were provided at the Youth and Family Resource Centers to ensure restitution and other financial responsibilities for victims are addressed as part of each juvenile's case plan.

Highlights of Department-Wide 2005 Accomplishments (Encompasses All Three Goals)

- An employee satisfaction survey was completed with 58% (821) of employees responding. Compared to an identical survey in 2000, Probation employees responding in 2005 were more positive in their responses than employees five years ago.
- The department continued to work with the Integrated Law and Justice (ILJ) consortium on the implementation of the "COPLINK" application and continued to upgrade Probation's technological infrastructure to ensure ongoing compatibility with collaborative state, county, and local agencies.
- Extensive planning efforts were undertaken to develop key dates and succession planning strategies to ensure staffing levels continued to be maintained for all classifications.
- The department made significant progress on three strategic planning initiatives during the year: Labor-Management Relations, Leadership Development, and Mission/Values.
- Probation staff members received over 51,579 hours of instruction in more than 326 professional classes and other training opportunities coordinated by Probation's Human Resources and Training Division.
- Probation successfully implemented a new program with the California Franchise Tax Board (FTB) to assist with recovery of court-ordered fines, fees, and penalties incurred by probationers. Partnering with the FTB brings the additional resources of the State of California to bear on collecting debt owed the County that might otherwise not be recovered. In the first nine months of operation, the program added more than \$600,000 to overall collections from clients.

MISSION AND GOALS

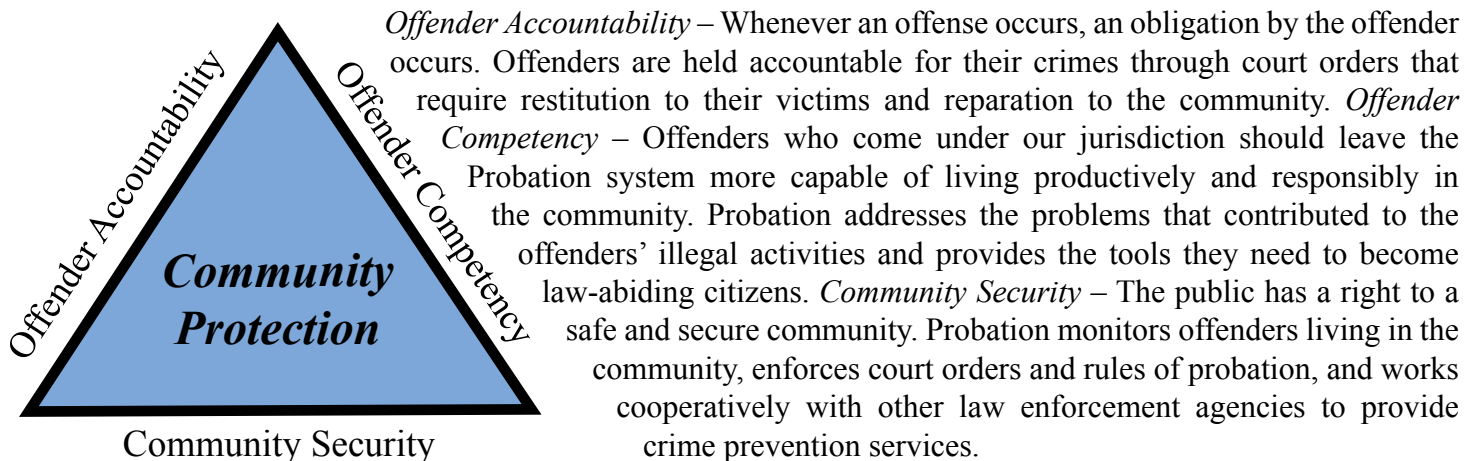
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The Orange County Probation Department is a criminal justice agency that has provided community protection to the residents of Orange County since 1908. As part of the County's continuum of criminal justice services, the Probation Department's primary focus is on adult and juvenile offenders who are charged with or convicted of crimes. **Probation** means the conditional release of an offender under specific terms ordered by the Court. It provides an opportunity for offenders to redirect their lives and pay restitution to their victims while under the supervision of the Probation Department. To accomplish its mission, the department has adopted **The Balanced Approach** for community protection that equally addresses *Offender Accountability*, *Offender Competency*, and *Community Security*. The equilateral triangle below serves as a model of this approach and denotes the equal emphasis given to all three elements.



When juvenile or adult defendants are charged with law violations, the Probation Department conducts criminal investigations and provides information for the Juvenile and Criminal Courts to make sentencing decisions. While being processed by the Courts, defendants may be released or they may be detained in custody. The Probation Department provides detention for juveniles at the Juvenile Hall. (Detained adults are housed at the Orange County Jail or in a city jail pending arraignment.)

Probation services are an essential element in the administration of justice. Safety of the public is a primary goal through the enforcement of court-ordered conditions of probation.

1202.7 Penal Code

After sentencing, the Probation Department enforces court orders specific to each offender. If the Court orders a juvenile offender to serve a commitment in a local institution, that custody time is served in one of five correctional facilities operated by the Probation Department. In addition to providing a safe environment, these institutions

Case Study: Peter

When Peter appeared in Court for a second probation violation, he had already served 300 days in jail. He lived in motels and sold drugs for a living. Prison could have been recommended. However, he was in his early twenties and had never been in drug counseling. Finally, Peter expressed a desire for help. The probation officer recommended a six-month residential drug treatment program. Peter successfully completed the program and now voluntarily resides in a sober living home. He maintains full-time employment and provides support for his toddler, who is living with Peter's mother.

** In all case studies, the names have been changed, but the details are factual.*

offer a variety of treatment services in collaboration with other agencies. (If the Court orders an adult offender to serve a commitment, that custody time is served in a correctional facility operated by the state, the county, or a city.)

If the juvenile or adult offenders are placed on formal or informal probation supervision, Deputy Probation Officers contact the offenders regularly to facilitate resocialization and ensure compliance with court orders and conditions of probation.

Victims of crime play a major role in the department's mission. The Probation Department is the agency that interviews victims and submits victim information in reports to the Court, recommends restitution in appropriate cases, collects restitution that has been ordered, and monitors offenders' behavior to prevent additional victimization.

The Probation Department has a \$136.2 million budget and 1,535 authorized positions to accomplish its mission. Operationally, it is divided into three key service areas (Institutional Services, Field Services, and Special Services) that are managed by a Chief Probation Officer, three Chief Deputy Probation Officers, fifteen Division Directors, and one Division Manager.

Probation employees are key to carrying out the mission of the agency.

In the last fiscal year, Probation staff members received over 51,579 hours of instruction in more than 326 professional classes and other training opportunities coordinated by Probation's Human Resources and Training Division. The Probation Department has an active Labor Management Committee (LMC) that meets monthly to discuss current workplace issues and identify solutions.

Probation activities are also supported by 539 Volunteers in Probation (VIPs), 45 Volunteer Probation Officers (VPOs), and the 70-member Probation Community Action Association (PCAA). Known as the "Heart of Probation," PCAA is a nonprofit organization that was created to support special Probation projects and meet the needs of offenders and their families that could not be met with public Probation funds.

GOALS

Three strategic goals support the Probation Department's mission and bring value to the community.

Goal #1:

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

Why is this important? The Juvenile and Criminal Courts rule on thousands of cases each year. On the more serious cases, they ask the Probation Department to conduct thorough investigations of the facts and prepare reports. These reports include summaries of police reports, interviews with all pertinent parties, and background information about family, employment, school, criminal history, etc. The investigations and reports must be completed in a timely manner so the court process is not delayed. The Probation Department meets a fundamental responsibility in its mission of community protection by assisting the Courts in decisions regarding detention (incarceration vs. release to the community) and sentencing of offenders.

Goal #2:

Provide protection to the community by managing Orange County's adult and juvenile probation population.

Why is this important? The Probation Department focuses its attention on adults and juveniles who have committed crimes. For the adult and juvenile offenders living in the community, Probation Officers make sure these offenders follow the orders of the Court and rules of probation. They also assist these offenders to address problems in their lives that may contribute to their illegal activities, such as unemployment, drug addiction, gang affiliation, etc. For juvenile offenders in custody, Probation provides a safe residential setting where the issues that contributed to their criminal behavior can be addressed. Through these services, the department helps reduce/eliminate additional law violations and makes Orange County a safer place to live.

Goal #3:

Assist crime victims by presenting their interests to the Courts and providing support services.

Why is this important? Victims want to tell the justice system their version of events and how the crime has impacted them. They want to know someone cares and is holding the offender accountable. They may need to be financially reimbursed. They may need continued protection, as in the cases of domestic violence and stalking. It is important that victims are recognized in the criminal justice process and that their needs are addressed.



*DPO Christina Puga
handcuffs DPO Derrick
Danner during a training
exercise.*



Probation Images

Clockwise from upper left: DPO Rick Cota at his desk, DJCO Jana Chavez in Los Pinos' fire truck, DPO Brent Ward with an award from the Red Cross, and DJCO Norma Jaime and DPO Kelly Miramontes with Christmas presents for needy Probation families. Center: Supervising Juvenile Correctional Officer Rick Villavicencio and Secretary Joan Bassett share a laugh.

OPERATIONAL PLAN

Goal #1:

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

Deputy Probation Officers assigned to investigation functions conduct approximately 200 investigations per month for the adult and juvenile courts. Field and Institutional Deputy Probation Officers prepare an average of 500 court-ordered progress reports per month (up from 400 last year) to update the Juvenile and Criminal Courts on the status of probationers being supervised.

The probation officer is required to report to the Court any violation by the probationer of the terms and conditions imposed by the Court. 1203.12 PC

Deputy Probation Officers and support staff are stationed at all County Courts to provide timely on-site assistance during the court process. Probation screens appropriate cases for diversion services as provided by law, thereby allowing the Court to focus on the most serious cases.

CLIENTS

The judges and commissioners of the Orange County Juvenile and Criminal Courts are the Probation Department's clients for this goal. The Orange County Superior Court is comprised of 109 judges and 35 commissioners. The Juvenile Court consists of six departments comprised of five judges and one commissioner assigned to delinquency cases.

Orange County has been moving toward a greater use of courts with a specialized focus. This specialization facilitates expertise among agencies that work with these courts (i.e., Probation, the District Attorney, Public Defender, Health Care Agency, Social Services Agency, etc.) and results in achieving more effective sentencing outcomes. Deputy Probation Officers are assigned to these specialized courts, which consist of five separate adult drug courts, a juvenile drug court, a juvenile truancy court, two special courts for domestic violence cases, and a DUI court.

Case Study: Bryan

When Bryan was eight, he and his three younger siblings were removed from their mother's care due to extreme physical abuse and placed with their paternal grandparents by Social Services. Because Bryan was very assaultive, he had to be removed from his grandparents and placed in a group home. His problems continued until, at age 12, he was placed on probation for assault. Through Probation, Bryan was placed at a group home that specializes in dealing with youth with extreme anger management issues. He remained in this facility for approximately 18 months, working to control his anger, deal with the underlying issues, and reunify with his grandparents. Bryan has now been back with his grandparents and siblings for nine months and is doing well with his family.

Except where waived by the probation officer, judge, or referee and the minor, the probation officer shall be present in court to represent the interests of each person who is the subject of a petition to declare that person to be a ward or dependent child upon all hearings or rehearings of his or her case, and shall furnish to the Court such information and assistance as the Court may require. If so ordered, the probation officer shall take charge of that person before and after any hearing or rehearing. 280 Welfare & Institutions Code

CHALLENGES

- When Social Service regulations for removing minors from their homes are changed by state requirements, the impact on probation departments is often overlooked or unexamined. Although the large majority of children in foster care are dependents supervised by Social Services, a sizeable number are wards of the court supervised by Probation. Changes in foster care laws, regulations, policies, and procedures can significantly impact the workload for Probation, but frequently only the impact on Social Services is considered. Probation departments need to be aware of pending changes and have the opportunity to provide input regarding the impact to their foster care population and placement operations.

Solution(s): In the coming year, the Juvenile Field Supervision Director will participate in the Probation Advisory Committee at UC Davis that includes members of the California Department of Social Services, the Office of the Administration of the Courts, and various probation department representatives to ensure the Probation Department receives timely notification of changes and is able to provide some input into the potential impact of those changes on probation departments statewide.

Any person under the age of 18 years who violates the law may be declared a ward by the Juvenile Court. 602 WIC

- It is a challenge to provide the Court with timely, accurate, and informative reports on a consistent basis within a very tight timeframe while maintaining the high quality of the work product.

Solution(s): Probation will continue to use voice recognition technology to help with the workload and coordinate with the Juvenile Court to ensure sufficient time is given to allow deputies to prepare accurate and informative reports. To deal with workload fluctuations, overtime and/or retired extra-help staff will be used.

- While Probation has long evaluated the timeliness of reports submitted to the Court, it is a challenge to evaluate the Court's satisfaction with the quality of the reports submitted.



Many of the County's judges attended Chief Probation Officer Colleene Preciado's Swearing-In Ceremony in November of 2005.

Solution(s): During the coming year, Probation will devise a way to solicit judicial feedback on the quality of and satisfaction with probation reports submitted to the Court.

- Case law changes frequently in the juvenile justice system. It is critical that deputies remain current on juvenile case law to make appropriate recommendations to the Juvenile Court.

Solution(s): Probation will ensure Juvenile Court Investigators and Court Officers are updated by maintaining current information on changes in juvenile law and nationwide trends.

- It is a challenge for Adult Investigators to focus interviews for specific types of offenders and identify the different factors that influence their behaviors so the Court will have the maximum amount of useful information in making sentencing decisions.

Solution(s): Adult Investigation Supervisors and Deputies will continue to collaborate with in-house and outside agency experts to develop offender-specific interview guidelines for sex offenders, gang members, mentally ill offenders, and domestic violence offenders like those developed during the previous year for drug offenders. Offender-specific interview guidelines will be developed to ensure consistency and quality of information collected in interviews and reported to the Court.

If an adult is convicted of a felony and eligible for probation, the Court shall refer the matter to a probation officer to investigate and prepare a written report to the Court prior to sentencing.
1203 PC

RESOURCES

To accomplish goal number one, the Probation Department has committed 229 positions (deputized and support staff) and \$15.6 million gross total budget (\$12.2 million net county cost plus \$3.4 million revenues).



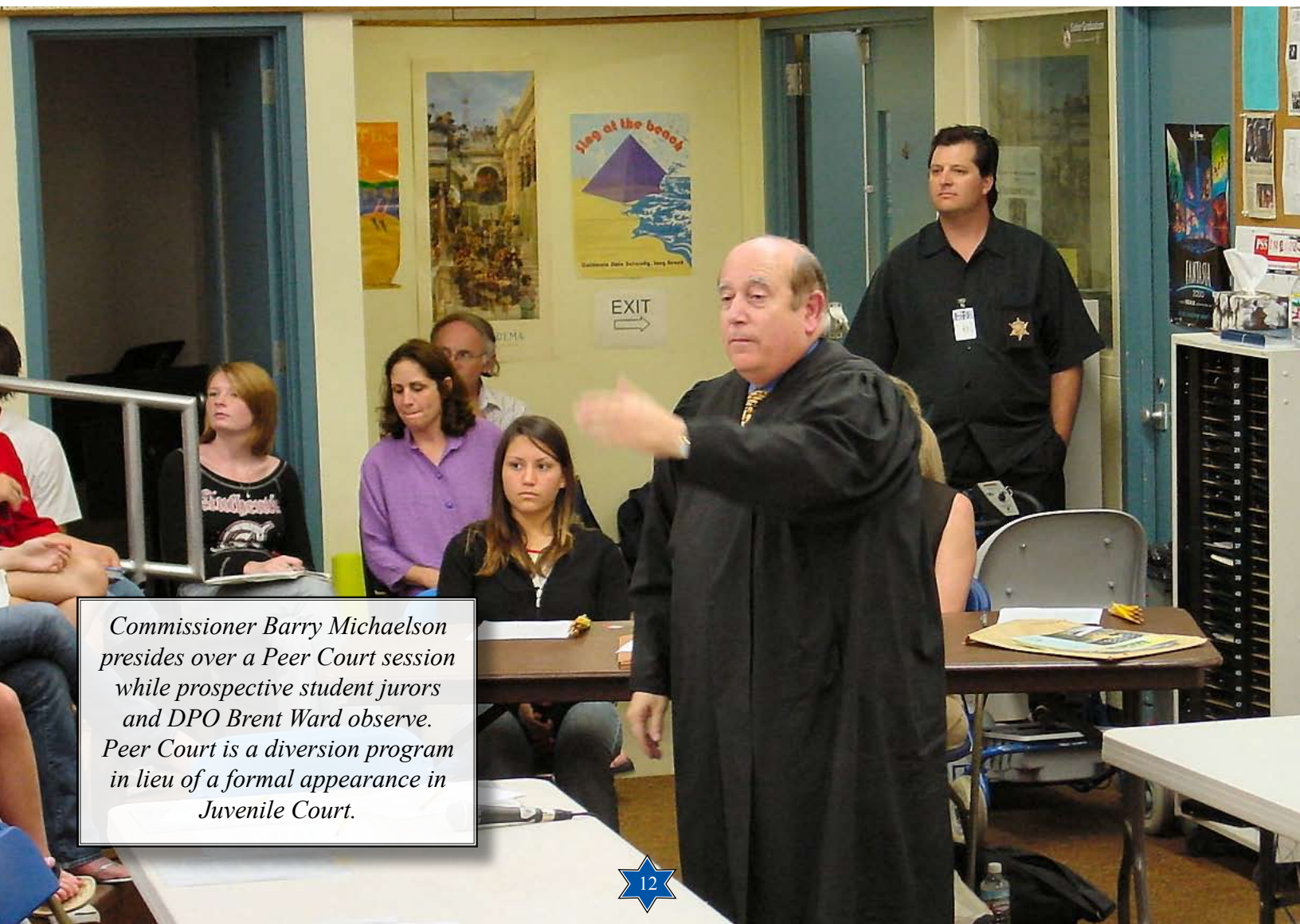
Superior Court Judge Kazuharu Makino, Supervising Judge of the Criminal Panel, confers with DPO Greg Mock before a court session.

- **Adult Court Division:** This division provides services to the Courts and supervises Interstate Compact, Courtesy Supervision, Adult Drug Court, and Proposition 36/PC 1210 cases. The division provides an average of 75 investigations for the Court per month and supplies the Courts with Resident Probation Officers.
- **Juvenile Court Division:** Per month, this division processes an average of 425 custody intakes and 750 non-custody intakes and conducts 120 investigations for the Court. Approximately 75 juveniles per month are referred for diversion services rather than being referred to the Court, and approximately 350 juveniles are currently on diversion under probation supervision.

Whenever the probation officer believes there is a person in the County who comes under the provision of Section 601 or 602 WIC, the probation officer shall make an investigation as deemed necessary to determine if proceedings should be commenced in the Juvenile Court. 652 WIC

STRATEGIES TO ACCOMPLISH GOAL

- Ensure staff in Adult and Juvenile Court Services remain current on all new laws, requirements, procedures, and programs at the local, state, and federal level that impact Probation's responsibility to provide investigations, reports, and assistance to the Courts.
- Continue to provide the Courts with thorough investigations of criminal/delinquency cases and to complete required reports on time.



Commissioner Barry Michaelson presides over a Peer Court session while prospective student jurors and DPO Brent Ward observe. Peer Court is a diversion program in lieu of a formal appearance in Juvenile Court.

- Continue to develop new automation tools, such as electronic court reports, and expand the use of voice recognition technology to increase efficiency and speed the preparation of the hundreds of court reports prepared each month.
- Provide timely and accurate information to the Courts regarding violations by probationers, community resources available to address violational behavior, appropriate levels of supervision, and offenders who should be incarcerated.
- Continue to develop collaborative relationships with other local, state, and federal organizations to receive and provide timely input on matters that impact Probation services and clients.

Whenever any person applies to the probation officer or district attorney to commence proceedings in Juvenile Court relative to truancy, it must be in the form of an affidavit stating there is a minor that comes under the provisions of 601 WIC and providing facts to support the claim. The probation officer or district attorney shall make an investigation as deemed necessary to determine whether proceedings should be commenced in Juvenile Court. 653 WIC

KEY OUTCOME INDICATORS

One outcome measure has been established thus far related to this goal, which is:

- Percent of court investigations and progress reports submitted within filing requirements.

Any person under the age of 18 years who is beyond the control of his/her parents or guardian, has four or more trancies within one school year, or has violated any city or county curfew may be declared a ward by the Juvenile Court. 601 WIC

KEY OUTCOME INDICATOR REPORTING

Goal #1: Percent of court investigations submitted within filing requirements.

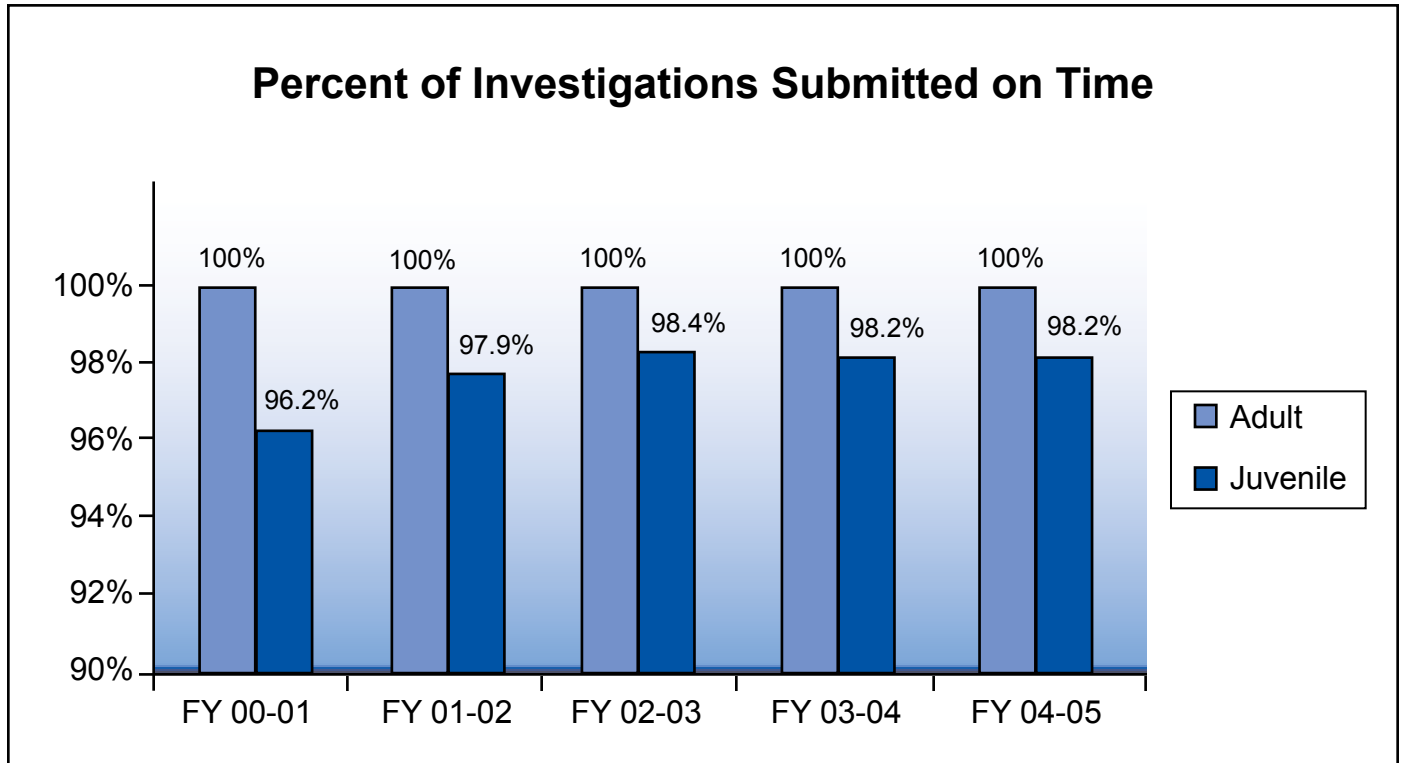
OUTCOME INDICATOR	FY 04-05 RESULTS	FY 05-06 PLAN	FY 05-06 ANTICIPATED RESULTS	FY 06-07 PLAN	HOW ARE WE DOING?
<p>What: Percentage of adult and juvenile investigative court reports and court progress reports submitted within filing requirements.</p>	<p>Adult: 100% of the 985 investigations and reports were submitted to the Courts within the filing deadlines during FY 04-05.</p> <p>Juvenile: 98.2% of the 4,765 investigations and reports were submitted to the Courts within the filing deadlines during FY 04-05.</p>	<p>Continue to meet court deadlines for timely submittal of investigations and reports.</p> <p>Complete the pilot surveys of the adult and juvenile court personnel to assess satisfaction with the quality of investigations.</p> <p>Continue to research evidence-based practices in other probation agencies related to this goal.</p>	<p>It is anticipated that the department will continue to maintain or exceed on-time completion rates of 95% or better for submitting adult and juvenile investigation and progress reports within the court filing deadlines.</p> <p>Report on the results of the pilot surveys and plans for implementing a second outcome indicator.</p>	<p>Continue to meet court deadlines for timely submittal of investigations and reports.</p> <p>Evaluate the feasibility of implementing an additional outcome measure that assesses client satisfaction with quality of court services.</p>	<p>The FY 04-05 results for this indicator show the ongoing success in meeting court deadlines for timely submittal of investigations and reports. As in the past, 100% of the adult investigations and reports were submitted on time. The figure for on-time submittal of juvenile investigations and reports remains over 98%.</p> <p>Ensuring that court reports are submitted in a timely manner remains a high priority. At times, this may require steps such as assigning overtime, writing abbreviated reports when the court deadline is short, and on rare occasions, requesting an extension from the Court. An important change implemented this past year was to make arrangements with the court staff at the Central Justice Center to send an e-mail notice every time a report is ordered. The e-mail notification can give probation staff up to an additional two days to complete adult reports and significantly assists in their timely submittal to the courts.</p> <p>Progress toward developing a second outcome indicator measuring client satisfaction with quality of court services continued during this year. An exhaustive search yielded only one other probation agency in another state that is planning to do a similar survey, and we have requested a copy once it has been finalized. However, the adult court and research staff have prepared a draft survey for adult court personnel. The initial draft is currently under review, with early spring targeted for distributing it electronically. The results of this first pilot will be useful in planning the Juvenile Court survey, both in terms of the information it yields and how it is received by the judges. With the information gained from our own experiences plus that of the other probation agency, the department will be better able to evaluate the viability of an annual survey as the basis for a quality outcome indicator.</p>

Why: Measures the success of the Probation Department in providing timely information to the courts for appropriate decisions.

KEY OUTCOME TRENDS

Goal #1: Percent of court investigations submitted within filing requirements.

Why is this important? To avoid any delays in the court process, the court reports prepared by the Probation Department must be submitted in a timely manner. The department strives for 100% compliance with court deadlines, which at times require staff to prepare reports in a very short timeframe to meet the Court's needs on particular cases. While reduced timeframes occur in both adult and juveniles courts, they occur with more frequency in the juvenile courts due to the complexities of the juvenile justice system. For more information, refer to the previous page.



Source: Adult and Juvenile Investigation Unit Statistics, Orange County Probation Department.



Probation Images

*Clockwise from upper left:
Secretary Adina Bercaru,
Information Processing Technician
Dea Evans and Secretary Mary
Flynn, DPO Dieu Nguyen, and
DJCO Javier Orozco. Center:
Members of the Orange County
Probation Department Baker to
Vegas running team.*

Goal #2:

Provide protection to the community by managing Orange County's adult and juvenile probation population.

The Orange County Probation Department provides protection to the community by ensuring that adult and juvenile offenders on probation comply with court orders. These offenders may be in the community or in custody. Offenders residing in the community are supervised by Deputy Probation Officers assigned to Field Operations (Field Services and Special Services). Juvenile offenders in custody are supervised by staff assigned to Institutional Services. Although the focus is different, the goal (community protection) is the same whether the offender is residing in the community or in custody at one of Probation's five juvenile correctional facilities.

FIELD OPERATIONS

The Field Operations service area is divided into five divisions: Adult Supervision, Juvenile Supervision, Special Supervision, Adult Court, and Juvenile Court.

The Orange County Probation Department seeks to balance strict enforcement of the Court's conditions of probation while assisting probationers to conduct themselves as law-abiding citizens in the community. Probationers are assessed by Deputy Probation Officers when they are first placed on probation and at six-month intervals using assessment tools developed and validated in Orange County over a decade ago. The results of each assessment assist Deputy Probation Officers in identifying and prioritizing the level of supervision/surveillance (based on the assessed risk to the community) and resocialization/intervention services (based on the probationer's assessed needs). **Resocialization** means identifying the offenders' root problems and matching them with the right treatment programs at the right time. Offenders who violate their conditions of probation can be arrested by a Deputy Probation Officer.

The Probation Department works closely with other criminal justice agencies in Orange County, such as local police departments and the District Attorney, to advance community safety through collaborative efforts like gang violence suppression. It partners with both public and private social service, health care, and education providers to assist with the resocialization of offenders based on their assessed needs.

Case Study: Mathew

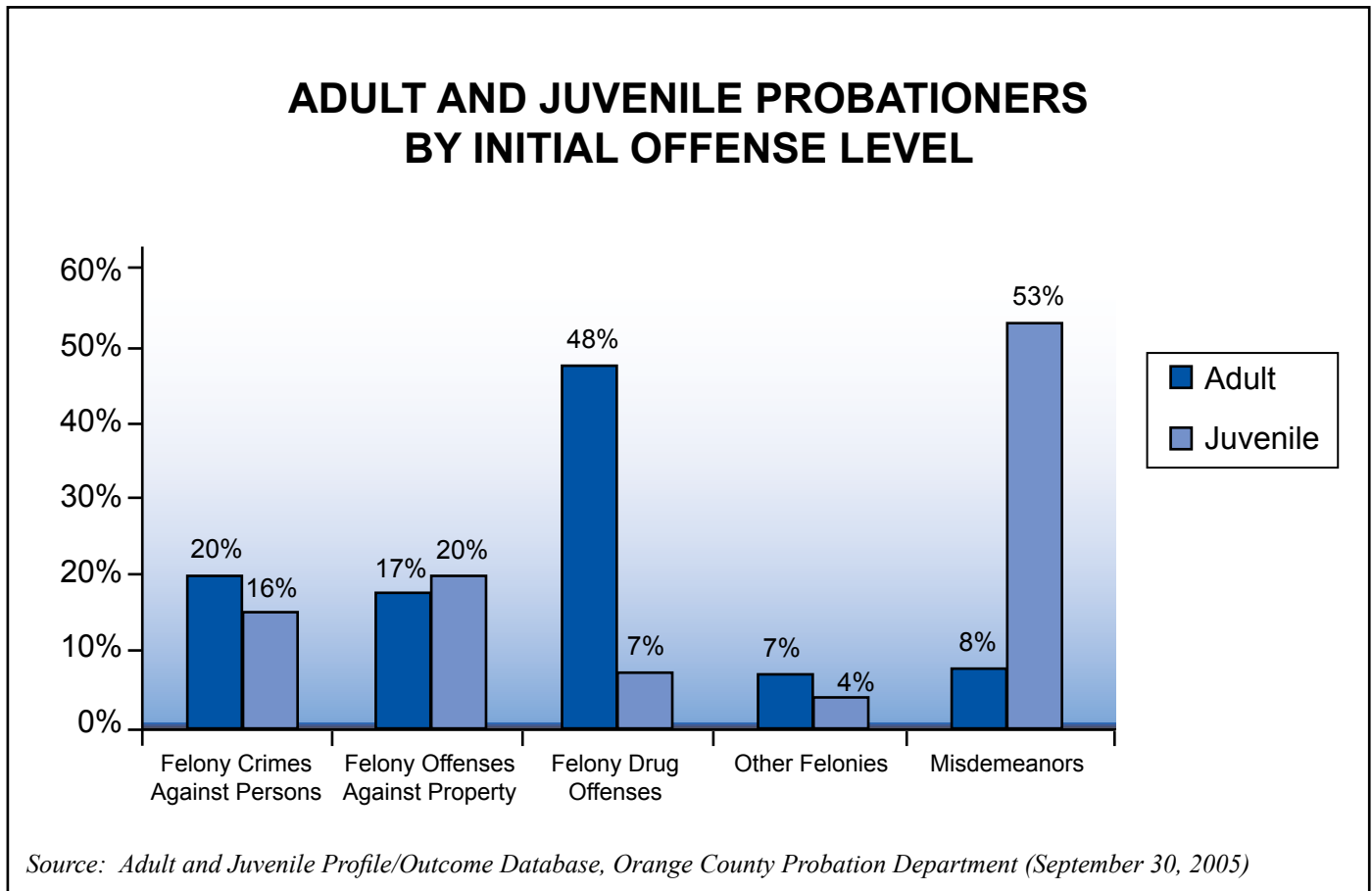
Mathew had been involved with the Probation Department since 1999. He was an intravenous drug user who escalated into crimes against people and property. For felony law violations, Mathew was given the opportunity to complete a year of residential drug treatment instead of serving a jail commitment. Mathew did well in the program and graduated. He was also able to successfully complete his probation. Mathew is now off probation and doing well. He recently returned to the Probation Department with a letter expressing his gratitude towards his probation officer and the department. Mathew explained that he "has a great life" and has Probation to thank for "getting his life in order."

Orange County Probation is the second largest law enforcement agency in the County.

CLIENTS

At any given time, there are approximately 6,000 juveniles and 15,500 adults on probation supervision. A sampling of the probation population revealed that of the juveniles, 82% are male, 68% have occasional to frequent substance abuse, 38% have a gang affiliation, and 47% have an initial sustained felony offense. Of the adults, 79% are male, 84% have occasional to frequent substance abuse, and 92% have an initial sustained felony offense. In general, the profile of probation clients has remained the same over the past six years. The exception to this is initial sustained offenses for juveniles. The proportion of juveniles placed on active supervision for sustained

felony offenses had been slowly rising over the previous four years; however, this year that figure has actually dropped slightly. Refer to Appendix F (Profile of Active Supervision Probationers) for more information.



Sub-populations of clients exist that have very specific needs.

- **Juvenile Drug Court Cases** - There are approximately 40 cases at any given time in this multi-agency program that includes the Health Care Agency, Juvenile Court, District Attorney, Public Defender, and Probation. The program is for juveniles with serious drug and alcohol problems. They generally average 16.5 years of age at the time of entry. Approximately 60% enter on a probation violation. Most have been using drugs for more than three years prior to entering, and nearly half have been arrested on a prior drug charge. The program offers intensive supervision, frequent drug testing, and treatment.
- **Juvenile Sex Offenders** - Sexually abusive minors are supervised by five juvenile field deputies who receive additional training in addressing this population's specific risks and needs. These deputies carry smaller caseloads to allow for more intensive supervision and collateral contacts. There are about 250 of these minors supervised at any given time. The specific needs of these juveniles are addressed through referrals to specialized counseling services. Approximately one-fifth of these juvenile sex offenders become placement cases.
- **Placement Cases** - Approximately 170 juvenile offenders are placed in foster homes/group homes by the Probation Department because they have no family able/willing to care for them. Probation oversees their placement and works toward family reunification or emancipation. Approximately one third were formerly dependents before entering the probation system. Ninety-seven percent have been assessed as requiring psychological counseling, and 42% have been identified as having special education needs.
- **Seriously Emotionally Disturbed Juvenile Offenders** - Approximately 6% of the juvenile probationers in the field have a diagnosed emotional disorder. This potentially places them at risk for an out-of-home placement.

Deputies work with the families of these offenders to help them access available community resources to meet their needs.

Case Study: Anne

There was a history of severe family dysfunction in Anne's family. She herself had issues of substance abuse, behavioral problems, and school problems. Anne was placed on probation for theft, but the Court also ordered placement due to the lack of proper parental control and supervision. Anne remained in the group home for over two years and made great progress. She was employed at a local restaurant for about one and a half of those years and graduated from high school. After graduation, she was accepted at a well-respected trade school and received a grant to assist in the cost of her education. She has been emancipated from the program for four months, but keeps in touch with the group home staff, whom she considers her family.

- **8% Juvenile Offenders** - The 8% name is derived from a Probation Department study in the 1980s that found 8% of first-time juvenile offenders committed 55% of the repeat juvenile offenses in Orange County. These youths have characteristics in their lives that put them at high risk of becoming repeat offenders. Through early identification and focused services, the goal is to prevent new crimes from being committed by these offenders who are potentially career criminals. The two Youth and Family Resource Centers (YFRCs) offer a wraparound day-treatment program to these youth and their families. Results from the evaluations of this program have revealed that it is effective in reducing recidivism for the 8% younger population (under 16 years of age when placed on probation) and in helping them improve their school performance and behavior.
- **Domestic Violence Offenders** - The department is currently supervising almost 850 adults placed on probation for intimate partner violence, stalking, elder abuse, and child abuse. Over 80% were placed on probation for a felony offense. Emphasis is on holding the offender accountable and enhancing the safety of the victim. A close working relationship is maintained with Victim Witness, women's shelters, batterer's intervention programs, the District Attorney's Family Protection Unit, and the Orange County Family Violence Council.

If a person is granted formal probation for a domestic violence offense, the probation department shall make an investigation and determine which batterer's program would be appropriate, which community programs the defendant would benefit from, and which of those programs would accept the defendant. 1203.097 (b) (1) PC

- **Adult Sex Offenders** - Over 430 adults convicted of sex crimes are supervised by the Probation Department. Three-fourths of these offenders were convicted of a felony offense. These probationers are managed using the Containment Model, which is comprised of intense supervision, specialized sex offender treatment, and polygraph examinations. Supervision is closely coordinated with treatment providers, local law enforcement, and the District Attorney's office. The unit has an officer assigned as liaison with the Department of Justice (DOJ) Sexual Predator Apprehension Team allowing for collaboration in the effective use of state and local resources for mutual support. The department also has a Computer Forensics Laboratory used to detect probationers' use of the Internet and technology for illegal purposes. The goal is to provide proactive supervision and ongoing risk assessment to allow for intervention at points of high-risk conduct prior to recidivism, thereby reducing victimization of the community.

Persons released on probation who are required to register as sex offenders must provide proof of registration to their probation officers. 290.85 PC

- **Gang Members** - Adult and juvenile gang members identified as the most serious gang cases are supervised by the department's Gang Violence Suppression Units. These units supervise over 600 serious gang cases. Deputies in these units are armed. They are stationed at police departments countywide and, along with the District Attorney's Office, form teams focused on suppressing gang activity and increasing public awareness of gang issues.

Case Study: Carlos

Carlos was placed on adult probation supervision for sale of a controlled substance and possession of a knife. He lived with his parents, but they were in conflict with him due to his serious drug problem, mental health issues, and anti-social lifestyle. Within four months, Carlos had violated his probation and had to serve 90 days in jail. The probation officer directed him to enroll in counseling and get a job. He did for a short time, but used drugs again within a few months. Carlos no longer lived with his parents, and the home where he resided had become a nuisance to the entire neighborhood. When the probation officer with local police assistance arrested Carlos for his continued law and probation violations, many of the neighbors came out to thank them. Although still in his early twenties, Carlos had been supervised by Probation for four years and served 270 days in custody. His anti-social/criminal behavior had escalated. It looked like state prison would be his next home. However, Carlos asked the Judge for one more chance. The Judge sentenced him to 180 days in a residential treatment program instead of state prison. Carlos is currently at the Salvation Army Program and doing well. His mother recently telephoned the probation officer to thank her. She believes that she is finally getting her son back.

instead of incarceration for drug offenses. Many of these cases have long histories of drug use, are severely addicted, and have significant criminal histories. These clients require supervision, drug testing, and drug treatment. The Court receives frequent reports on their progress.

- **High-Control Cases** - There are almost 500 adult criminal offenders considered at high-risk to reoffend or with histories of violent behavior. The department's Special Enforcement Unit supervises these offenders and works closely with local, state, and federal agencies to monitor their compliance with court-ordered terms of probation. Two Narcotic Detection K-9 Teams support search and seizure activities for this population, as well as the entire department.

CHALLENGES

- When minors are adjudicated for sexual abuse offenses, it is necessary to refer them to appropriate therapy to address their psychological issues. The cost of therapy is often a prohibitive expense for the family.

Solution(s): In the coming year, the Probation Department will expand the use of the Wraparound Program to specifically target those minors who are returned home after adjudication for a sexual offense. Through the use of a new "Provider Network," probation minors will be able to receive therapy from an approved sex offender therapist paid for by the Wraparound Program. Resources will be individually tailored to meet the needs of the family to ensure the minor can be safely maintained in the home and community.

- It will be a challenge to ensure that the special education needs of juvenile offenders are adequately addressed. School attendance and performance are key measures of progress for juvenile offenders. Forty-two percent of the Probation placement minors have been identified as having special education needs. Educational rights of minors have become a new area for litigation, with the Court now appointing special attorneys to investigate and sometimes litigate to ensure special education needs are met. As a result of the state budget cuts of the past few years, school districts have struggled to meet the needs of minors with both special education and severe

- **Mentally Ill Adult Offenders** - At initial assessment, 27% to 30% of offenders have mental health symptoms that limit functioning. Another 3% have symptoms that prevent functioning. They need a multi-agency approach to address the mental health issues that contribute to their illegal behavior.

- **Adult Drug Court Cases** – During Fiscal Year 2004-05, Probation provided services to an average of 425 adult drug court cases per month. Currently, however, this number has been increasing and now is close to 500 cases per month. These cases are all substance abuse offenders. The majority of adult drug court probationers previously failed in Proposition 36/PC 1210. The cases receive intensive supervision and are required to complete substance abuse treatment that lasts at least eighteen months. Upon graduation, each probationer is required to be drug free, employed, and in a stable living environment.

- **Proposition 36/PC 1210 Cases** - There are currently over 4,000 Proposition 36/PC 1210 clients on formal probation who have been sentenced to drug treatment

emotional disturbance issues. There has been an increased use of out-of-state educational placements through AB 3632.

Case Study: Tom

Solution(s): The Probation Department will work closely with the Department of Education (DOE) to identify those minors who have special education needs when they are brought into custody. The Placement Unit will work with DOE to ensure that all placement minors have current Educational Placement Passports. The Probation Department will work collaboratively with school districts, the Social Services Agency, and the Health Care Agency to assist in the educational placement process. The department will take advantage of training conferences and opportunities that pertain to educational rights.

- Due to ongoing resource limitations, Probation has been unable to conduct regular DPO Trainee Academies to fill vacant DPO positions in a timely manner, resulting in increased caseloads, implementation of workload reduction measures, and increases in the number of cases being monitored without active supervision until new staff can be trained and assigned.

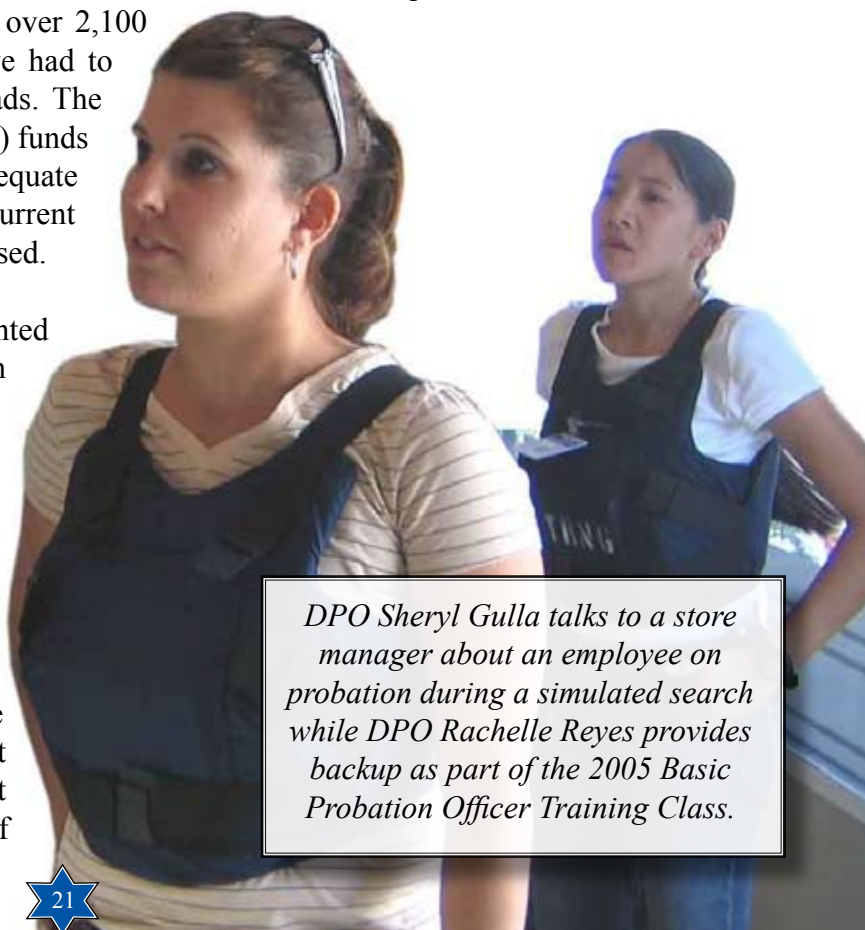
Solution(s): Probation requested and received approval to add DPO I training positions. In order to take advantage of these new DPO positions to reduce the length of time vacancies are unfilled, the department will need additional staff and resources for the HR Training Division so that DPO Trainee Academies can be scheduled on a more frequent basis.

- Probation does not have sufficient resources to adequately supervise the Proposition 36/PC 1210 population and meet the State's requirements. Currently, over 50% of all new cases are Proposition 36/PC 1210. Without enough DPOs to provide supervision, over 2,100 Proposition 36/PC 1210 felony drug cases have had to be "banked" on Field Monitored (FM) caseloads. The Substance Abuse Crime Prevention Act (SACPA) funds provided by the State for supervision are not adequate to deal with the large number of cases, and current County policy only allows SACPA funds to be used.

Solution(s): SACPA funds need to be supplemented with additional non-SACPA funding so Probation can appropriately supervise the Proposition 36/PC 1210 cases. In addition, Probation will evaluate and pursue strategies to increase the SACPA funding provided by the State. Absent increased funding, more felony drug cases will have to be "banked" and receive no active supervision.

- It continues to be a challenge to reduce the number of Proposition 36/PC 1210 cases that go to warrants and quickly apprehend warrant cases. Four years after the implementation of

It took his brother's death from an overdose to get Tom's attention. He was on probation for substance abuse and had already failed in the PC 1210 program. Addicted to heroin and homeless, he and his brother were living in a makeshift tent in the bushes beside a freeway. One day, crying and visibly upset, Tom came in to see his probation officer. He had found his brother dead in the tent with a needle in his arm. Tom did not want to return to the tent or continue in his present lifestyle. He asked for help. His probation officer arranged for him to be admitted to a residential drug treatment program that day and personally drove him to the facility. Tom successfully completed the program and obtained employment. He is now residing in a sober living home and doing well.



DPO Sheryl Gulla talks to a store manager about an employee on probation during a simulated search while DPO Rachele Reyes provides backup as part of the 2005 Basic Probation Officer Training Class.

2005 Probation Enforcement Activities

Searches

Adult Functions	15,394
Juvenile Functions	13,374

Arrests by Probation Staff

Adult	3,052
Juvenile	1,421

Weapons Confiscated

Firearms	121
Other Weapons	699

Drugs Confiscated

Marijuana	326,584 g
Amphetamines/ Methamphetamines	1,129 g
Cocaine	176 g
Opiates	166 g
Other	43 g

SACPA, also known as Proposition 36/PC 1210, more than 1,900 of these probationers remain on warrant status. The significant number of Proposition 36/PC 1210 probationers who go to warrant and remain on warrant status compromises community safety.

Solution(s): During calendar year 2006, efforts will continue to build strong links with the local police agencies and have a system in place that provides a continuous flow of information to them on warrant cases. Additionally, Probation will attempt to schedule joint field activities, such as warrant sweeps, with local law enforcement periodically during the year to reduce the number of cases on warrant status.

■ As reported in the 2005 Business Plan, employment indicators demonstrated a decline in adult probationers employed or in full-time school. For example, slightly more than 50% of the Proposition 36/PC 1210 population is unemployed or underemployed. Unemployment adversely affects resocialization efforts and hinders the probationers' ability to successfully complete probation and become productive members of the community. Workloads have increased throughout the department without

an increase in the number of deputies to provide optimal levels of supervision and service provision. There has also been a 50% reduction in the department's Employment Specialist DPO positions. Because of these factors, deputies are limited in the amount of employment assistance they can provide to individual probationers and in the linkages they can make with community resources that provide employment assistance.

Solution(s): As resources allow, Employment Specialist positions will be added and additional deputies assigned to address the increased workloads. Probation will identify and, as necessary, develop linkages with additional community resources that play a role in vocational training, job preparation, job search, and employment retention. Deputies will receive training in developing case plans which identify the employment needs of

In March 2005, Probation teamed with various law enforcement agencies to seize a huge amount of cocaine and high-quality crystal methamphetamine valued at over \$6 million.

**TOTAL
CRYSTAL
METHAMPHETAMINE**

64 POUNDS

**TOTAL
COCAINE**

335 KILOGRAMS

Case Study: Miguel

Deputy Probation Officers make routine home calls to check on probationers and never know what they will find. Miguel, a self-admitted heroin addict for several years, was on probation for drug sales, but had a minimal arrest history. During a routine home call, Miguel and his wife were suspiciously nervous. A check of his room revealed a virtual armory of weapons. The deputies obtained the assistance of the local police department and fully searched the house. Miguel had seven firearms, over 2,000 rounds of ammunition, bulletproof and fire retardant clothing, knives, and listening devices. He was suspected of holding the armory for a local gang. The subsequent arrest resulted in a federal firearms case being filed against Miguel. It is unknown how many crimes were prevented through the diligence of the probation deputies and confiscation of the weapons.

these probationers, providing education on available resources, referring probationers to those resources, and following up as necessary during the course of supervision. Also, Probation will seek grant opportunities that address the employment needs of these probationers, such as the one recently developed in collaboration with the OC Workforce Investment Board.

- Due to ongoing resource limitations, the number of DPO positions has not increased proportionately with the increase in the workload. For example, the total number of cases assigned to Adult Field Services (AFS) increased by 23% over the past two years, while the number of DPO positions in AFS remained the same. As a result, over 1,200 felony cases in AFS had to be “banked” on Field Monitored (FM) caseloads, receiving no active supervision. In the past, we relied upon extra-help retirees to meet mandated core services, which cannot be continued as an ongoing solution.

Solution(s): Probation will seek additional funding to increase the number of DPO positions to meet the increased workload and reduce the number of FM cases. Absent additional funded DPO positions, the department will have to continue “banking” felony cases.

- Following the dissolution of IMPACT (Immediate Mental Health Processing, Assessment, Coordination Team) in 2003, which provided grant-funded specialized, collaborative services for mentally ill probationers, these cases have been assigned to regular DPOs with no additional training or resources available. The mentally ill clients continue to be among the most challenging cases and often require inordinate amounts of time and effort to supervise and intervene.

Solution(s): Specialized training will be developed and required of all staff within the division in the coming year. It is anticipated enhanced training and resources will be available in the coming year as a result of coordinating services with the Health Care Agency and utilizing services developed as a result of the Mental Health Services Act (Proposition 63).

- In August 2004, changes went into effect for the Interstate Compact. The



DPO Jerry Maxwell and his canine partner Jet search a car for drugs.

Compact governs the travel, movement, and supervision of adult probationers between states. One of the key provisions of the new Compact is that sending counties and states must have a procedure in place to ensure the return of any probationer who is ordered back or who is involved in violational activity. Those counties that fail to comply with the provisions of the Compact face civil liability, monetary sanctions, and possible suspension from the Compact.

Solution(s): The department has revised its four-hour training class on Interstate Compact to reflect the changes, and all adult officers are required to complete it. Probation staff will meet with the heads of Court, the District Attorney, and the Public Defender in each justice center to educate them on the provisions of the Interstate Compact. Probation will continue to pursue a written agreement between the District Attorney's Office and the Sheriff's Department to ensure the prompt return of any probationer ordered back to Orange County. That process will necessarily involve transporting and prosecuting the probationer. Probation will develop procedures for the administrative hearing process that is required when our department decides to no longer supervise an out-of-state probationer due to violational activity.

The probation officer may rearrest a person on probation if there is probable cause to believe that the probationer is violating any term or condition of probation. 1203.2 PC

- The Special Supervision Division maintains three units of trained deputies, some armed, to supervise and direct specialized treatment and intervention of high-risk adult sex offenders, high-risk domestic violence offenders, and high-risk violent offenders. These three groups present multiple challenges to the department to protect the community by reducing and preventing their risk of re-offending while providing alternatives to incarceration. Among the challenges are (1) best practice approaches that require a systematic, multi-agency approach to supervision and treatment; (2) recent legislation that places these offenders under great scrutiny by the public and increases responsibility on the department to collect and maintain information; and (3) specialized training and resources that are needed for deputies supervising these cases to optimize community and staff safety.

Case Study: Tony

When Tony entered the Youth and Family Resource Center (YFRC), he had a significant history of methamphetamine abuse and was 18 months behind in credits needed to earn a high school diploma. He also had a sincere desire to stay sober and succeed. Through drug and alcohol counseling and attendance at Narcotics Anonymous, Tony was able to overcome his substance abuse problem. He also worked hard in school. He not only attended his regular school day, but also arrived early and stayed during breaks to receive tutoring and extra help. Tony developed into a student leader as he led a Service Learning Project working with children living at a local transitional living shelter. Tony also worked with job development staff at the YFRC for over one year. He has successfully held a part-time job for the past nine months and was recently promoted to a supervising position. Tony's focus, hard work, and dedication resulted in his recent graduation with a high school diploma.

Solution(s): The department will (1) maintain a strong private and public interagency involvement in developing strategies and policies for supervision and treatment of these offenders; (2) commit resources to develop and maintain liaisons with city, county and state law enforcement units responsible for investigating sex offenses; (3) maintain active participation with organizations that focus on these groups to increase case information sharing and advances in treatment and supervision strategies; and (4) provide specialized training for supervising and directing treatment of these groups of high-risk offenders.

- As technology progresses, it will be a challenge to develop an automated process to provide line staff with access to current case-related information while they perform their duties in the community and ensure that case-related activities are recorded in an effective and efficient manner.

Solution(s): Probation plans to develop and implement an Electronic Field Book in 2006. The project will provide Deputy Probation Officers in the field with a handheld device that will enable them to access case-related information and record case activities.

- It will be a challenge to ensure the services at the Youth and Family Resource Centers (YFRCs) are maximized and targeted to the population that will derive the most benefit from them.

Solution(s): Probation will continue to closely monitor the daily population at the YFRCs. Recent research of historical outcome information has revealed that the most success is seen with youth under the age of 15.5 years at the time of admission to the YFRC. Therefore, current case screening procedures will be adjusted to ensure this younger group is targeted for participation in the YFRC program.

- Past reduction of four YFRCs has limited the availability of services to certain areas of the County.

Solution(s): Seek resources to restore four regional YFRCs that were closed in Fiscal Years 2003-04 and 2004-5 due to budget reductions (County Strategic Priority).

- Probation must implement recently enacted legislation (SB 619) that authorizes the use of Global Positioning System (GPS) technology to supervise certain probationers. It will require collaboration with other county agencies (the Court, DA, PD, and local law enforcement) to seek a contract vendor for the GPS equipment and monitoring and to acquire the necessary resources to fully implement SB 619. This new technology will allow for increased levels of control requiring new policies, procedures, and funding for implementation. Use of this technology will also require additional deputies to properly utilize and monitor the information gained from the technology.

Solutions(s): Probation will develop the programs, procedures, and policies necessary for the implementation of SB 619. The required collaborative relationships will be established, the necessary resources for implementation will be pursued, and additional staffing will be requested. A vendor for the GPS equipment and monitoring will be selected using the County's competitive bid process.

The probation department shall have the sole authority to approve a batterer's program for probation. 1203.097 (c) (5) PC

- Probation is responsible for referring offenders to various community resources as required by the Court or conditions of probation. To ensure the quality of these referrals, Probation has a unit of deputies who maintain a current list of providers that have been evaluated. They then disseminate that information to the deputies making the referrals. Of the 600 resources currently approved for referrals, Probation's level of involvement

varies depending on the type of service and legal authority. In some cases, such as domestic violence and sex offender



Probation's Community Resources Unit is responsible for approving and monitoring community-based resources for Court and Probation referrals. (Left to right: DPO Liz Gomez, Supervising Probation Officer Lori Soto, DPO Christine Vital, DPO Tawnya Medina, DPO Barbara Wilson, former unit SPO Rita Santaella, DPO Dave Presley, DPO Lisa Tafua, and Information Processing Specialist Susan Reyes.)

programs, Probation is legally required to conduct an in-depth assessment before the provider can receive Court and Probation referrals, as well as to regularly monitor them and investigate complaints. It is a challenge to maintain this evaluation and monitoring function with only six deputies and one supervisor.

Solution(s): The department will seek to add additional deputies to provide annual approval or review of resource provider applications, ongoing monitoring of services, and timely and thorough review of procedural violations.

RESOURCES

Four divisions provide community protection for adult and juvenile probationers residing in the community with a total of 283 positions (deputized and support staff) and \$27.7 million gross total (\$12.0 million net county cost and \$15.7 million revenues).

- **Juvenile Supervision Division** manages approximately 2,750 juvenile cases that are living in the community at any given time.
- **Program Division** includes the two Youth and Family Resource Centers that serve 120 to 160 of those juveniles at the greatest risk of becoming chronic re-offenders and their families at any given time. The YFRCs have many collaborative partners, such as the Department of Education, Health Care Agency, and numerous community-based organizations. Contracts with community-based organizations provide program components such as comprehensive employment services and restorative justice programming.
- **Special Supervision Division** includes the Domestic Violence Unit, Gang Violence Suppression Units, Adult Sex Offender Unit, Special Enforcement Unit, Dispatch Station, and Supervised Electronic Confinement Unit. The Gang Violence Suppression deputies are armed and stationed at police departments throughout the County.
- **Adult Supervision Division** manages approximately 6,600 adult offenders who are residing in the community at any given time.



Radio Dispatcher Jerry K. Black operates the controls at Probation's dispatch station.

Case Study: Jeff & Linda

Jeff and Linda allowed their children to live in deplorable conditions and their 14-year-old to smoke methamphetamine with them. These parents were placed on four years' formal probation and ordered to serve 150 days in the Orange County Jail for willful cruelty to their children. The children were removed from the home by Social Services, and the parents were ordered to complete parenting and child abuse classes. Both completed all court-ordered counseling, and regular drug testing by Probation has shown them to be drug free. Linda now realizes how her behavior affected the children and is extremely remorseful. After much hard work and many changes, Jeff and Linda have been reunified with their children. The entire family is in counseling with their pastor. They have started their own business and pride themselves on having a clean, loving home. They are in a band at their church and reach out to help other drug addicts who are in the same place they once were.

STRATEGIES FOR FIELD OPERATIONS TO ACCOMPLISH GOAL

- Explore new and developing technology, such as Global Positioning Satellite (GPS) technology, to improve supervision of probationers and implement the department's recent mandates.
- Conduct a new workload study to ensure caseloads are appropriately adjusted and offenders are receiving the necessary level of supervision and services to maintain community safety.
- Maintain a continuum of services for juvenile and adult probationers that incorporates graduated sanctions from community supervision to incarceration and addresses the varied needs of the probation population to prevent additional law violations.
- Continue to update the National Institute of Corrections Model (a recognized and validated best practice) to assess the risk and needs of probationers and determine appropriate levels of supervision to ensure public safety.
- Strengthen relationships with other criminal justice agencies and community collaboratives to facilitate the highest quality of services, supervision, and resocialization of offenders.
- Pursue legislative support for the creation of a stable funding source for the active supervision of adult probationers that is based on best practice models that have proven outcomes.
- Continue to pursue legislative support to secure permanent state funding for Proposition 36/PC 1210 mandates that includes annual increases for workload growth.
- Pursue opportunities to obtain needed resources to respond to the needs of Probation's offender population and appropriately monitor their compliance with the terms of probation ordered by the Court.
- Seek to expand the availability of Youth and Family Resource Center services and target the younger population, which research has shown is most likely to benefit from the services.

INSTITUTIONAL SERVICES

The Probation Department operates five juvenile correctional institutions that have a combined State-rated capacity of 835 beds.

Secure detention is provided at Juvenile Hall (434 beds) and Lacy Juvenile Annex (56 beds). The department also leases 64 secure beds at the Santa Ana City Jail for high security minors who are being tried in adult criminal

Case Study: Maria

When Maria was a child, her stepfather was abusive to her, so she continually ran away for extended periods of time to get away from him. Living on the streets, she became involved drugs and used methamphetamines almost daily. She became pregnant at age 13 and gave birth to a son. Her mother assumed primary responsibility for raising her child. Maria was eventually arrested and ordered to serve a commitment at the Youth Guidance Center (YGC). Once she entered the YGC Sobriety Through Education and Prevention (STEP) program, she continued to act out and refused to participate in the program. A big part of her refusal to participate was her embarrassment over not being able to read or write. Perseverance prevailed when all involved refused to give up on her. The school began working with her intensively, and the unit staff worked with her individually during lunch and after school. Maria began to participate and feel good about her accomplishments. When her release date came, she did not want to leave. (Legally, a person can only serve a specified number of days for different crimes. YGC had no choice but to release her.) She told staff she would be back. Soon after leaving, Maria was re-arrested (staff believe purposely) and asked the Court to return her to the YGC STEP Program. She came back with a different outlook and determination to succeed. She wanted to remain sober, improve her reading and writing skills, and be a positive influence in her son's life. She worked hard to use every resource available to her. Maria learned different coping skills to deal with her behaviors. She attended weekly family counseling and individual counseling. Special visits were arranged with her son. Upon the successful completion of her commitment at YGC, Maria moved in with her sister so she would not be around her stepfather and old drug friends. She was enrolled in school and linked with parenting classes, therapy, and drug counseling. Through YGC's aftercare program, she had twice-weekly drug testing and regular home/school visits by her probation officer. With so many odds against her, Maria was able to succeed. She remains clean and sober. She recently married and obtained custody of her son. Now able to read and write, she can teach her son as he grows older. Maria is truly a success story.

courts. Two programs offering alternatives to incarceration in Juvenile Hall are the Juvenile Court Work Program that allows offenders to work on weekend work crews in lieu of serving institutional commitments and the Accountability Commitment Program (ACP) that allows offenders to be released home on electronic confinement to a day treatment program.

The remaining three **non-secure institutions** offer a total of 345 beds and a broad array of programs for juveniles serving court-ordered commitments. Youth Guidance Center (YGC) is a facility located in Santa Ana for boys and girls ranging in age from 11 through 18 years with programs that focus on the wide range of needs of juvenile offenders. Joplin Youth Center provides residential treatment for teenage boys ages 13 to 17 years typically serving 30- to 120-day commitments. Los Pinos Conservation Camp is a co-ed institution situated in the Cleveland National Forest for boys and girls ages 16 and older serving commitments of three months to one year.

Offenders are removed from the community by the Court and detained in one of the juvenile institutions to hold them accountable for the crimes they have committed. While incarcerated, Probation's role is to assist these offenders to develop life skills and vocational competencies. Collaborating with a wide variety of public and private partners, programming in

the institutions prepares the minors emotionally, behaviorally, and academically for their return to the community. For a comprehensive list of the programs offered, please refer to Appendix G, Juvenile Institutional Services Programming.

CLIENTS

Juveniles come to the institutions with a variety of needs for care and treatment. In addition to receiving the basic necessities of shelter, clothes, and food, the minors receive services to address their mental, physical, and emotional needs. The juveniles are assessed for medical/mental health needs and substance abuse problems with treatment provided by the Health Care Agency. Accredited classes are provided by the Department of Education to meet the minors' educational needs. A variety of recreational and community service programs are also provided.

A minor will be removed from the custody of his or her parents only when necessary for his or her welfare or for the safety and protection of the public. 202 WIC

Within the overall population of clients in the institutions, sub-populations exist that have very specific needs and require special programming.

- **Juvenile Sex Offenders** - Juvenile Hall has two secure units for 36 male wards with court-ordered commitments for sex offenses. These offenders receive programming to address their offenses, including treatment from one therapist who specializes in working with youthful sex offenders. All program progress in these units is shared with the field probation officers to ensure continuity of care upon the minors' release.
- **Female Offenders** - The Youth Guidance Center (YGC) provides specialized programming for up to 25 female wards ages 13 to 18 years of age (average age is 17) with commitments ranging from 60 days to one year. Follow-up of the girls served in the YGC program reveals that 85% do not have any new law violations in the six months after their exit. Over the past several years, there has been a noticeable increase in the number of female offenders receiving institutional commitments. To meet the increasing number of female offenders receiving commitments, additional specialized programming and beds have been developed for them at Juvenile Hall and Los Pinos.
- **Severely Emotionally Disturbed Offenders** - These offenders require extensive collaboration to manage their behavior and meet their needs. In some cases, their behavior is so severe that psychiatric facilities are unwilling to accept them. Juvenile Hall has developed a special housing unit to deal with emotionally disturbed offenders, but limited bed space has required that some of them be housed at the other institutions. Once these minors are stabilized, they move on to other institutions for additional program opportunities.
- **Substance Abuse Offenders** - Juveniles with significant histories of substance abuse and those recovering from alcohol/drug addiction receive special programming. The Breakthrough Program at YGC is a highly structured drug therapeutic community that can serve up to 25 teenage boys and girls recovering from drug or alcohol addiction. It provides a 9- to 12-month residential phase followed by six months of intensive supervision in the community. The ASERT Program (Addiction Substance Abuse Education and Recognition Treatment Program) at YGC is a 75-bed intensive drug intervention and education program for males 12 to 18 years of age with long-term commitments and a history of significant substance abuse. Over 80% of the ASERT juveniles complete the program satisfactorily. Of all drug tests administered in the year following participants' program exit, over 85% are negative indicating the youth tested have remained drug-free.



One of the minors in Juvenile Hall's Unit Q takes a puppy for a walk on the exercise field. In collaboration with Animal Control, the Probation program helps rescue and foster puppies while teaching the youths responsibility and commitment.

CHALLENGES

- Attracting and retaining the most qualified individuals for entry-level institutional positions continues to be a challenge since Probation competes with other law enforcement agencies for qualified employees.

Solution(s): Probation will continue to operate outreach booths at the Orange County Fair, attend Career Day events at local universities and colleges, promote the department's features and successes through positive media coverage, support competitive wages and benefits in line with other criminal justice agencies, advertise Probation careers through the department's and County's web sites and publications, and maintain a rewarding work environment to encourage long-term career commitments.

- It will be a challenge to maintain 24-hour access and deal with the impact of traffic on staffing and transportation services to Los Pinos Conservation Camp during the Cal-Trans Safety Improvement Project on Ortega Highway. The Safety Improvement Project is scheduled to begin in the spring of 2006 and be completed in the spring of 2008.

Solution(s): Probation will review the Cal Trans "Traffic Management Plan" to determine the specific impact on traffic flow on the Ortega Highway during construction, develop a traffic report for the use of the Ortega Highway by probation staff and transportation services, and develop/implement a temporary staffing and transportation plan for Los Pinos.

- The Probation Department's existing juvenile institutional facilities are aging with progressively deteriorating infrastructures. Joplin, Los Pinos, and YGC were all built in the 1950s or 1960s. Juvenile Hall was constructed in a variety of phases beginning in the 1950s. Year after year, capital projects have been submitted to the Board of Supervisors, only to be deferred because of budgetary constraints. The situation is such that Probation must prioritize with respect to what maintenance projects can be completed at which institution to optimize the availability of every single bed.



Administrative Manager Marie Moreno speaks with a group of children about the dangers of drug abuse at the Probation Department's 2005 Orange County Fair booth.

Solution(s): The department will continue to monitor construction grant funding opportunities at both the state and federal level, as well as submit capital projects and alteration and improvement projects for each of the institutions to keep their beds online. Proper staffing for each of the institutions will be aggressively pursued.

- Orange County Probation lacks sufficient female treatment beds (secure and non-secure) and programming to meet the demand created by the dramatic increase in the number of detained females. There was a 25% increase in the average daily population of detained females at Juvenile Hall between 2003 and 2005. Female minors are high consumers of program services such as medical and psychological services, their risk is more difficult to assess using classification systems traditionally based on male offenders, and they need expanded transitional and aftercare supervision in the community.

Solution(s): Probation will increase the number of female secure and non-secure beds by dedicating all of the new beds created by the opening of Unit Q in May 2005 (secure beds) and some of the beds with the opening of the Youth Leadership Academy in March 2006 (non-secure beds). A 28-bed gender-specific female-responsive program was implemented at Los Pinos Conservation Camp on July 3, 2005. The department will work collaboratively with the Health Care Agency and Department of Education to identify needs and funding opportunities to expand and enhance services. Gender-specific training will be identified and provided to staff working with the female population. Specific policies and procedures to address female-responsive values programming will be developed. Probation will continue to research and update staff and gender-specific service providers on the latest treatment options and most accurate assessment tools to better identify and isolate the risks and needs presented by this growing female population.



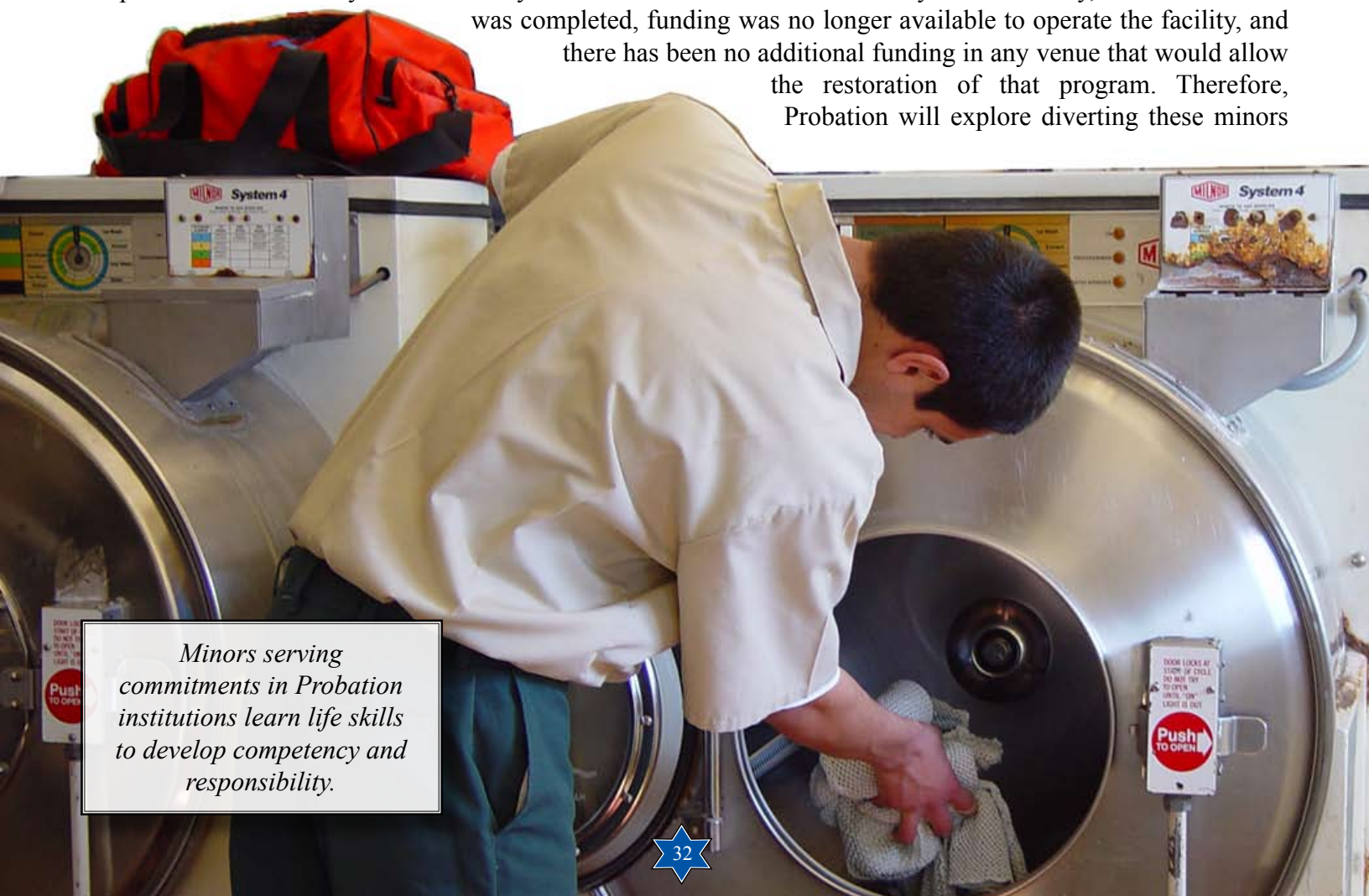
*Both males and females
placed at Los Pinos
Conservation Camp assist
with grounds maintenance.*

- The minors housed in our juvenile facilities today are more likely to have mental health problems, belong to a gang, abuse drugs, and have committed serious crimes. They need additional support services and programming to increase their chances of success upon release. Even though the minors have changed, the Probation staff-to-minor ratio has remained basically the same, and support resources from the Health Care Agency are decreasing because of their budget problems.

Solution(s): A team of experts from Probation, the Department of Education, and the Health Care Agency will continue to evaluate current institutional services and develop a master plan to address the needs of the changing population of detained minors. During 2005, Probation participated in a number of work groups focusing on Proposition 63 mental health programs. These groups and Probation's attendance will continue during 2006. Probation will also continue to aggressively pursue funding through grants as well as other possible resources to enhance treatment programming at the institutions. Training for staff working in Institutional Services will focus on dealing with the changing needs of this difficult population.

- The increase in severely emotionally disturbed detained minors throughout Institutional Services presents unique problems that require extensive collaboration to manage their behavior and meet their needs. Juvenile Hall (JH) has developed a special housing unit where staff have been particularly trained to deal with these disturbed offenders, but the situation is less than ideal since JH is not equipped to be a psychiatric hospital. Limited long-term bed space at JH has necessitated that many of these minors be housed at Joplin, Youth Guidance Center, and Los Pinos where treatment resources for this population are limited. Equally as critical is the need for transitional services to assist these emotionally disturbed minors in moving from residential care to a less restrictive environment in the community.

Solution(s): Past efforts have included the collaboration of five southern California counties to construct and operate a 30-bed facility for emotionally disturbed minors in Riverside County. Unfortunately, once construction was completed, funding was no longer available to operate the facility, and there has been no additional funding in any venue that would allow the restoration of that program. Therefore, Probation will explore diverting these minors



Minors serving commitments in Probation institutions learn life skills to develop competency and responsibility.

to specialized placements or to one of several new units being constructed in Juvenile Hall. Training resources will be expanded to provide staff who supervise these minors with the tools to manage this unique population. Probation will continue to collaborate with the Health Care Agency and Department of Education to manage the behavior and try to meet the needs of this population. Lastly, Probation has become a member of a CPOC subcommittee to craft legislation to address these issues.

- Demographers report a steady population increase through 2007 within the age group of 12-to-17-year-olds. All indications are that the juvenile custody population will grow gradually and steadily during the same time period. By the close of 2005, the Probation Department will have 490 secure beds and 345 non-secure beds, a total of 835 beds available for detained minors. The department will require more secure beds and staff resources. Environmental protection, community resistance, and unstable funding have inhibited the department's ability to acquire additional secure and non-secure facilities. Today, only felony offenders, gang members, and violent youth are detained in secure beds, and all other offenders must be turned away. Acquisition of additional beds is of paramount concern, and public safety may be compromised if there are not enough beds to detain serious offenders.

Solution(s): Probation will work at the statewide level to maintain legislative support for Title IV-E funding, continue the funding provided through the Juvenile Justice Crime Prevention Act and Juvenile Probation Camps Funding, and facilitate legislative support for new construction grants.

RESOURCES

The department's budget for Institutional Services is \$56.3 million gross total (\$31.1 million net county cost and \$25.2 million total revenue) and includes 847 positions (deputized and support staff).

Juvenile Institutions	Beds	Net County Funds (in millions)	Revenue (in millions)	Gross Total Funding (in millions)
Secure Detention*	490	\$13.5	\$20.0	\$33.5
Non-Secure Detention	345	\$12.7	\$5.2	\$17.9
<i>Joplin Youth Center</i>	64	\$2.3	\$1.4	\$3.7
<i>Los Pinos</i>	156	\$4.8	\$1.7	\$6.5
<i>YGC</i>	125	\$5.6	\$2.1	\$7.7
Grand Total	835	\$26.2	\$25.2	\$51.4

* Secure detention includes Juvenile Hall and Lacy Juvenile Annex. It does not include the contracted secure beds operated by the Santa Ana Police Department.

STRATEGIES FOR INSTITUTIONAL SERVICES TO ACCOMPLISH GOAL

- Complete the automation of the staff scheduling function at every institution.
- Maintain the incidence of facility overcrowding at or below the year 2005 level.
- Continue to plan for immediate and future bed space and programming requirements through regular management

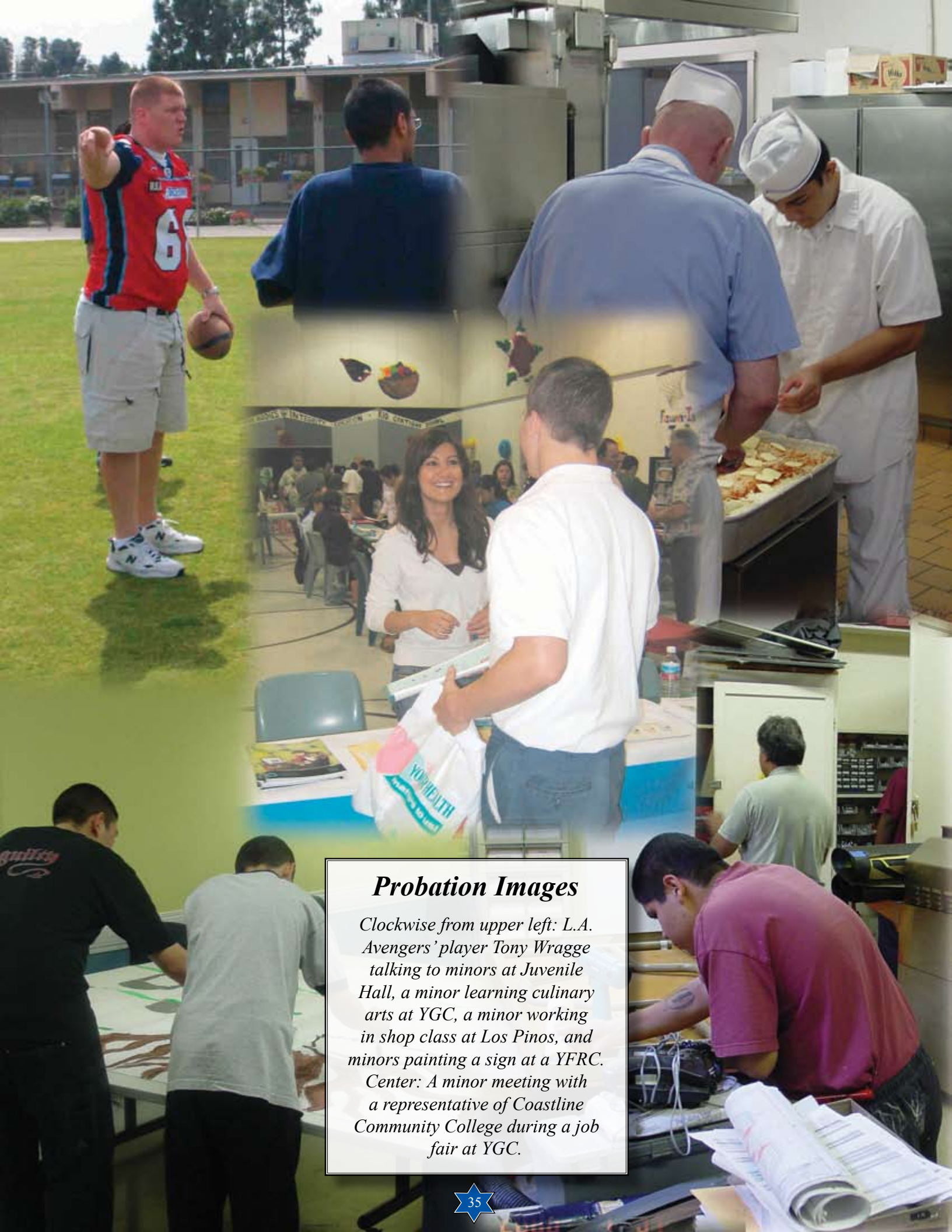
review of demographic trends in the institutional population.

- Pursue opportunities for funding to incrementally increase the number of juvenile detention and treatment beds. Seek a legislative solution that will create long-term and dedicated funding for juvenile delinquency programs and juvenile institutional construction.
- Seek funds to design and implement expanded in-custody treatment programs and aftercare services for special populations of clients, such as severely emotionally disturbed offenders, female offenders, etc. Continue to collaborate with other agencies to develop and provide services to those juveniles who require specialized treatment to manage their behavior and meet their specific needs.
- Monitor juvenile offender population trends to evaluate the need for a phased build-out and staffing of a new juvenile hall facility. (County Strategic Priority)
- Continue to work with the Resources and Development Management Department on a Master Maintenance Plan for ongoing repair needs, major replacement, and reconstruction of Probation's juvenile correctional facilities.

KEY OUTCOME INDICATORS

Four measures have been implemented to evaluate the department's effectiveness in meeting this goal.

- Percent of probationers who do not commit a new crime or law violation while on probation.
- Percent of probationers who do not commit a violent felony crime while on probation.
- Percent of probationers employed or in school.
- Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.



Probation Images

Clockwise from upper left: L.A. Avengers' player Tony Wragge talking to minors at Juvenile Hall, a minor learning culinary arts at YGC, a minor working in shop class at Los Pinos, and minors painting a sign at a YFRC. Center: A minor meeting with a representative of Coastline Community College during a job fair at YGC.

KEY OUTCOME INDICATOR REPORTING

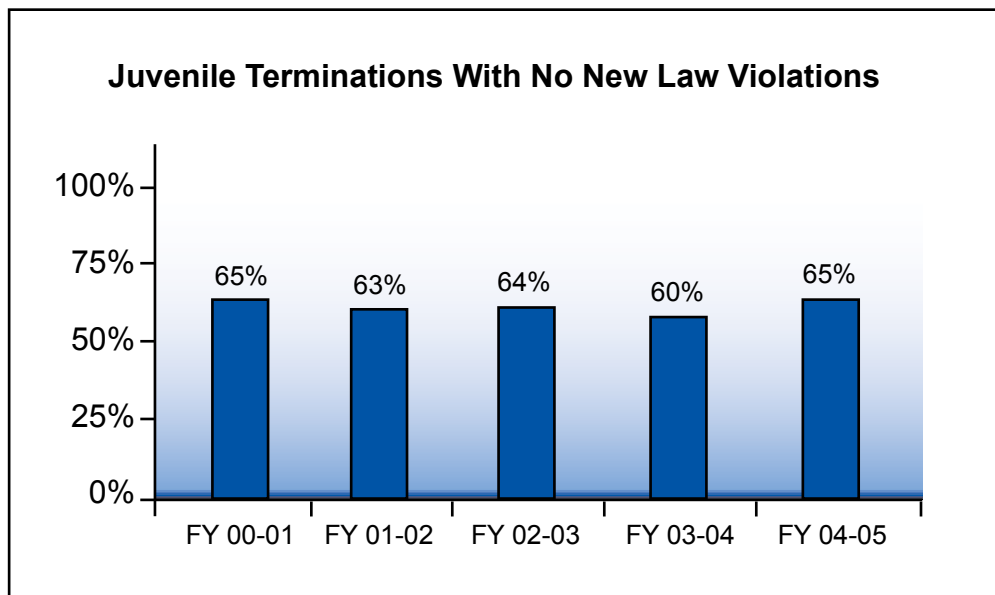
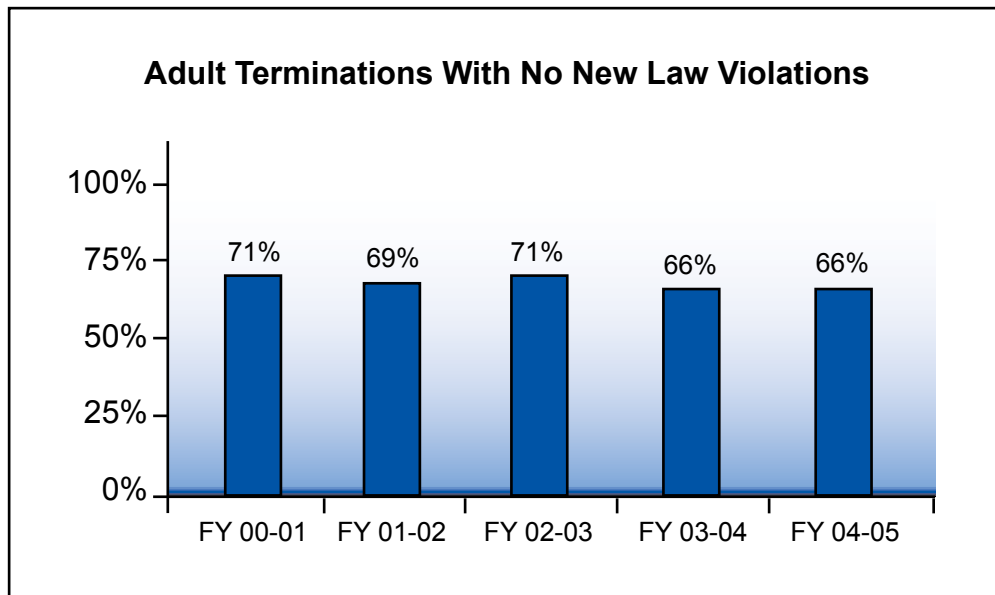
Goal #2: Percent of probationers who do not commit a new crime or law violation while on probation.

OUTCOME INDICATOR	FY 04-05 RESULTS	FY 05-06 PLAN	FY 05-06 ANTICIPATED RESULTS	FY 06-07 PLAN	HOW ARE WE DOING?
What: Percent of adult and juvenile probationers completing probation without any new law violation during their supervision period.	Adult: <ul style="list-style-type: none"> 66% of the 4,459 adults terminated formal probation in FY 04-05 without any new law violation during their supervision period. Juvenile: <ul style="list-style-type: none"> 65% of the 2,176 juveniles terminated formal probation in FY 04-05 without any new law violation during their supervision period. 98.6% of the 1,145 juveniles terminated informal probation in FY 04-05 without any new law violation during their supervision period. 	Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure. Continue to monitor results for major groups of specialized offenders in comparison with aggregate results.	Meet or exceed the following rates: Formal Probation: Meet or exceed 60% or more of adults and juveniles terminating formal probation without any new law violations while under probation supervision. Informal Probation: (Juveniles only): Meet or exceed rates of 90% or more of juveniles terminating informal probation without any new law violations while under probation supervision.	Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure. Monitor results for all major specialized supervision groups. Consider possible refinements or enhancements to this outcome indicator.	<p>Nearly two-thirds of adult and juvenile probationers terminated from formal probation in FY 04-05 without committing any new law violations.</p> <p>For adults, while it was encouraging to see the same results as last year (66%), this percentage is not as high as in years past. One area of concern is the results for the largest specialized group of adult probationers, the Proposition 36/PC 1210 offenders. Further analysis of their FY 04-05 performance revealed statistically significant differences from the performance of non-Proposition 36/PC 1210 probationers; while 68% of the non-Proposition 36/PC 1210 adult probationers had no new law violations, only 63% of the Proposition 36/PC 1210 probationers had no new law violations. The continuing growth of this specialized sub-group, and their less positive results on this and several other indicators, reinforces the need to seek additional resources for the supervision and overall management of these offenders.</p> <p>The formal and informal juvenile outcome rates were an improvement over last year's findings (65% vs. 60% in FY 03-04). (*) In addition, the outcomes for minors on informal probation, which are lower-risk offenders with generally low recidivism rates, also improved to the point that less than 2% had a new law violation during their informal supervision period.</p> <p>Of increasing interest to criminal justice professionals are gender differences in criminal behavior. Although female offenders are still a relatively small proportion of all offenders under the department's supervision (currently about 21% of adult probationers and 18% of juvenile probationers), gender differences in outcomes is another specialized area to look at further over the next few years.</p> <p>-----</p> <p>(*) While juvenile supervision has specialized populations (i.e., 8% YFRC high-risk, drug court, sex offenders), their numbers terminating each year are too small for any meaningful analyses.</p>
Why: Measures level of community safety by identifying probationers who do not commit violation.					

KEY OUTCOME TRENDS

Goal #2: Percent of probationers who do not commit a new crime or law violation while on probation.

Why is this important? This indicator marks the department's success rate in protecting the community from additional law violations by adult and juvenile offenders who are supervised by the Probation Department. Changes in offender recidivism guide the department in distribution of resources and define the level of supervision for offenders. For more information, refer to the previous page.



Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of probationers who do not commit a violent crime while on probation.

OUTCOME INDICATOR	FY 04-05 RESULTS	FY 05-06 PLAN	FY 05-06 ANTICIPATED RESULTS	FY 06-07 PLAN	HOW ARE WE DOING?
What: Percent of all adult and juvenile probationers completing probation without committing a violent crime during their supervision period. ¹	<p>Adult: 99% of the 4,459 adults terminated from formal probation in FY 04-05 did not commit a violent crime during their supervision period.</p> <p>Juvenile: 96.1% of the 2,176 juveniles terminated from formal probation in FY 04-05 did not commit a violent crime during their supervision period.</p>	<p>Maintain the resources and supervision level needed to attain the goal targeted for this outcome measure.</p> <p>Assess results for specialized categories of offenders in comparison with aggregated results.</p> <p>Monitor violent crime trends both within and outside of the County.</p>	<p>Meet or exceed rates of 95% of adults and juveniles terminating formal probation without committing a violent crime while under probation supervision.</p>	<p>Maintain the resources and supervision level needed to attain the goal targeted for this outcome measure.</p> <p>Monitor results for all major specialized supervision groups including any gender differences.</p> <p>Monitor violent crime trends both within and outside of the County.</p>	<p>Consistent with previous years, the FY 04-05 results show that almost all adult and juvenile probationers terminate probation without committing a violent crime. These results correspond to reports of low violent crime rates in general.</p> <p>The statewide rates of violent crime reported by the California Department of Justice for 2004, the most recent year available, document the continued decline in violent crime rates. For Orange County, the Department of Justice statistics show the 2004 violent crime rates to be the lowest of the past decade. In fact, both adult and juvenile violent crime arrest rates in Orange County had each declined 11% just in the one-year span from 2003 to 2004. These declines and the results reported here support the success of efforts by probation and other law enforcement agencies working with the community to combat violent crime.</p> <p>While this outcome measure focuses on violent crime offenses of all probationers during their supervision term, a related area concerns offense activity specific to offenders who were placed on probation for a violent crime. Some preliminary analyses recently completed on 350 adult probationers under the department's supervision for sex offenses, for example, revealed that only 4% had any new offense activity when tracked for one to three years after conviction; almost all of these new offenses involved non-violent crimes. Similar work is underway looking at adult offenders on probation for domestic violence convictions. These types of analyses, along with examining characteristics of offenders that commit violent crimes while under probation supervision, pose additional areas to research in order to better understand the dynamics of violent crimes.</p>

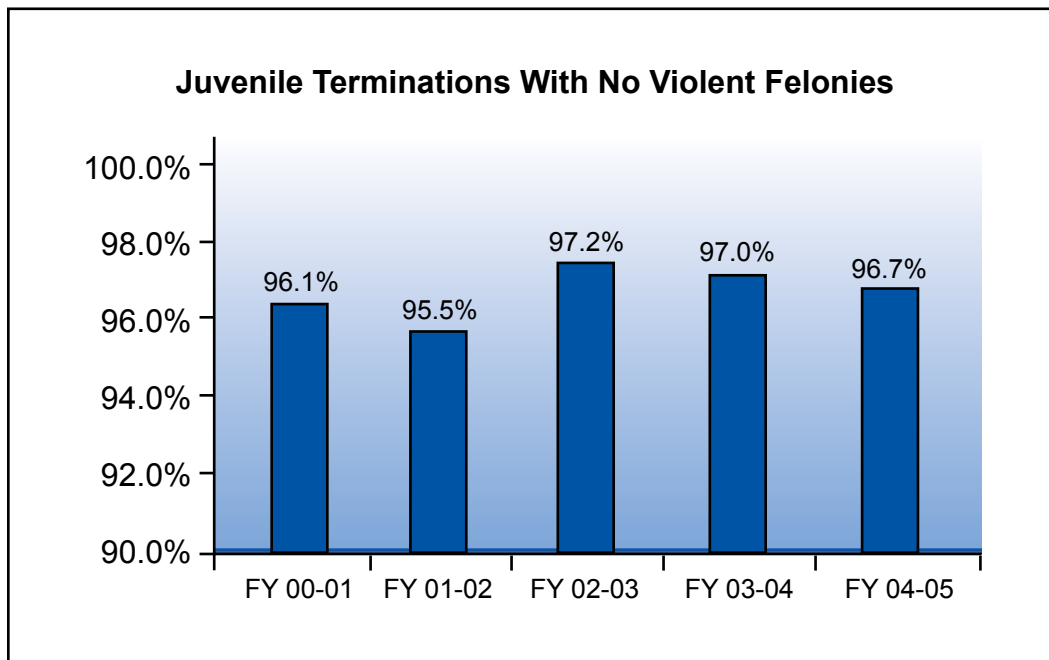
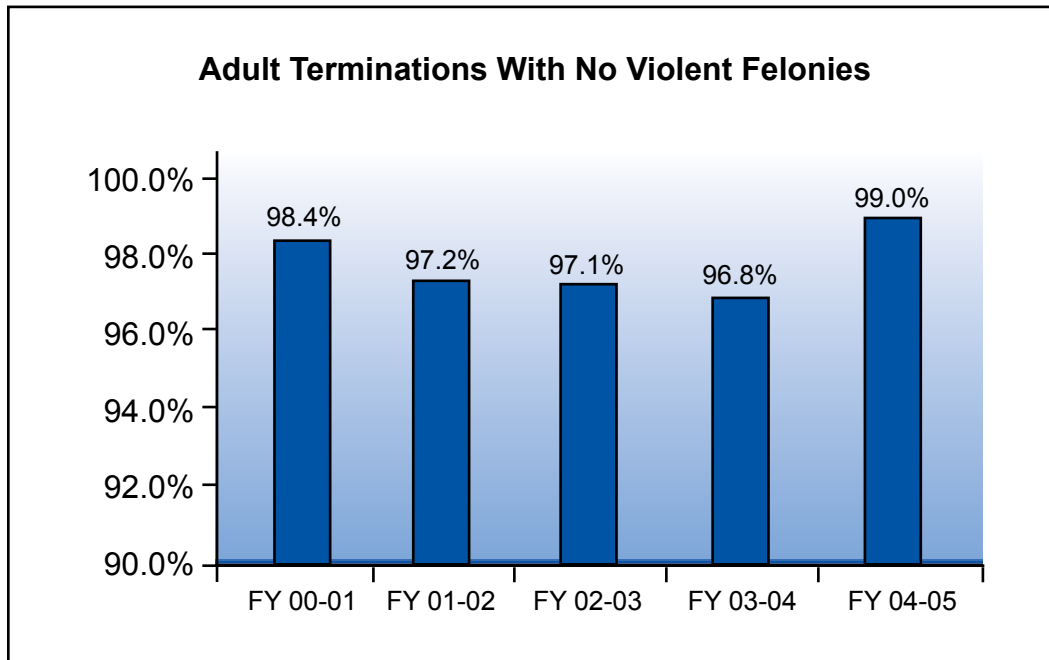
Why: Measures level of community safety by identifying probationers not arrested for violent crimes.

¹Violent crimes as defined by the California Department of Justice include homicide, forcible rape, robbery, assault, and kidnapping.

KEY OUTCOME TRENDS

Goal #2: Percent of probationers who do not commit a violent crime while on probation.

Why is this important? This indicator marks Probation's success rate in protecting the community from the most violent criminal acts. Changes in offender recidivism guide the department in distribution of resources and define the level of supervision for offenders. For more information, refer to the previous page.



Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of probationers employed or in school.

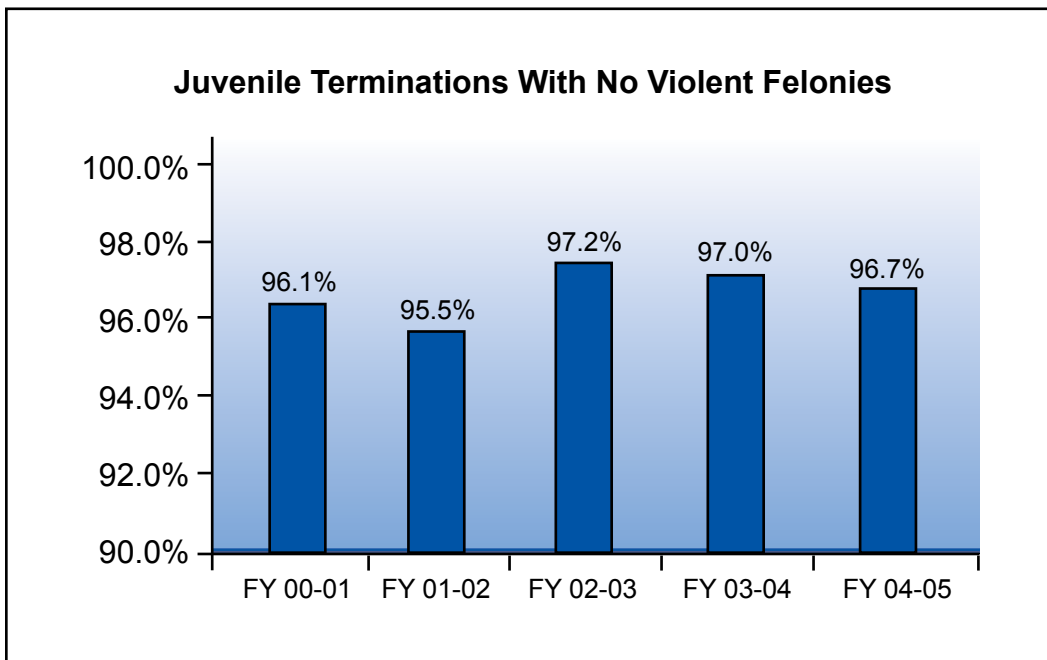
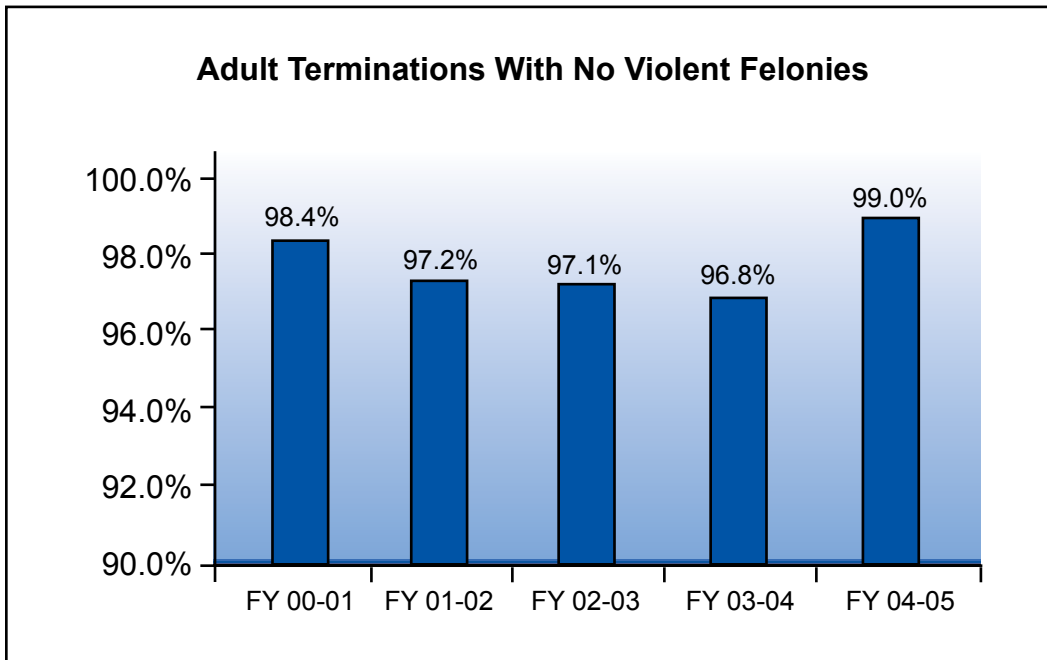
OUTCOME INDICATOR	FY 04-05 RESULTS	FY 05-06 PLAN	FY 05-06 ANTICIPATED RESULTS	FY 06-07 PLAN	HOW ARE WE DOING?
What: Percentage of adult probationers employed or in school for five months or more in the past 12 months.	Adult: 58% of the 8,662 adult probationers under probation supervision in FY 04-05 were employed or in school for 5 months or more in the preceding 12 months.	Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure. Examine the indicator results for subgroups of specialized offenders.	Adults: Meet or exceed a 60% rate of adult probationers employed or in school for 5 months or more in the prior 12 months.	Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure. Examine the indicator results for subgroups of specialized offenders.	This year for the first time results on both of these indicators did not meet the target goals. While the adult employment rate was slightly higher than last year, it remained below the target goal. The proportion of juveniles attending school regularly continued the decline observed last year and fell just below the target goal.
Percentage of juvenile probationers consistently attending school.	Juvenile: 54% of the 3,644 juvenile probationers under probation supervision in FY 04-05 were attending school regularly without truancy problems.	Continue to develop strategies that address the current decline in indicator rates. Assess the impact of risk/needs assessment automation on indicator results.	Juveniles: Meet or exceed a 55% rate of juvenile probationers consistently attending school.	Continue to monitor any automation impact on the outcome results. Evaluate alternative data sources for these outcome indicators.	A further analysis of employment rates for Proposition 36/PC 1210 probationers versus other adult probationers indicated a statistically significant difference between the two probation sub-groups (49% vs. 59%). To address the serious need for additional employment services, the department recently sought out a grant in collaboration with the Orange County Workforce Investment Board. If funded, the grant will provide \$500,000 to provide enhanced employment and training services to the Proposition 36/PC 1210 probationers. In addition, more extensive employment resources are being actively pursued by adult field supervision staff. School problems are a common “presenting problem” among juveniles placed on probation, and the 54% school attendance rate, while below the target goal, represents a gain of twice their initial assessment rate of 27%. A factor that may be slowly contributing to the present decline is the closure of four of the county’s six Youth and Family Resource Centers over the past several years. With an on-site school, the YFRC programs have a strong educational component, which has been borne out by the positive school findings from the formal YFRC evaluations. Following last year’s decline, however, juvenile officers have increased their efforts to become more involved with school SARBs and to seek enhanced services for juveniles with special education needs. Quarterly regional meetings were also initiated between Orange County Department of Education and Probation staff to improve communication and help keep officers better informed of the OCDE educational resources in each area.

Why: Measures Probation’s success in assisting probationers to gain employment or to maintain regular school attendance.

KEY OUTCOME TRENDS

Goal #2: Percent of probationers employed or in school.

Why is this important? Gainful employment and regular school attendance are key measures of progress for adult and juvenile offenders. A number of areas are being pursued as strategies to address the decline below the target goals for both of these outcome indicators. For more information, refer to the previous page.



Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.

OUTCOME INDICATOR	FY 04-05 RESULTS	FY 05-06 PLAN	FY 05-06 ANTICIPATED RESULTS	FY 06-07 PLAN	HOW ARE WE DOING?
<p>What:² Percent of improvement in adult and juvenile offenders' interpersonal functioning and life-skills abilities based on a standardized assessment of needs after one year on probation supervision.</p>	<p>Adult: 1,391 adults were assessed in FY 04-05 after having been on probation for approximately one year. After one year on probation,</p> <ul style="list-style-type: none"> ● 52% had demonstrated some improvement in their total interpersonal functioning and life-skill needs. ● 29% had improved to the extent that their overall need classification was reduced to a lower level. <p>Juvenile: 545 juveniles were assessed in FY 04-05 after having been on probation for approximately one year. After one year on probation,</p> <ul style="list-style-type: none"> ● 62% had demonstrated some improvement in their total interpersonal functioning and life-skill needs. ● 32% had improved to the extent that their overall need classification was reduced to a lower level. 	<p>Maintain the resources and supervision level needed to attain the goals targeted for these outcome indicators.</p> <p>Evaluate factors that may negatively impact these outcomes and consider methods to address issues.</p> <p>Assess impact of the automation of the needs assessment (source of indicator data) on the outcome results.</p>	<p>Meet or exceed the current year results.</p>	<p>Maintain the resources and supervision level needed to attain the goals targeted for these outcome indicators.</p> <p>Examine feasibility of developing standardized indicators that take into account the probationers' initial needs profile.</p>	<p>Slightly over half of adult offenders and over 60% of juvenile offenders showed improvement in their life-skills functioning after one year on probation. For nearly one-third of these probationers, that improvement contributed to a reduction in their overall needs classification to a lower level.</p> <p>Results for the adult probationers were especially encouraging as they showed gains over the previous year's results, which were down considerably from the baseline year. The impact of Proposition 36/PC 1210 probationers was also examined and, as was the case the year before, there were no significant differences found in performance on this measure between Proposition 36/PC 1210 and other adult probationers.</p> <p>The juvenile results represented a very slight improvement over last year's results and were comparable to the rates over the last five years. On average, juveniles' life skills assessment scores improved by 15% compared to their initial assessment levels.</p> <p>The information for these outcome indicators is drawn entirely from the Risk/Needs assessments completed by officers. In the coming year, with the transition to an automated assessment process, it will be important to look at how this change may impact the indicator results. For that reason, the task of setting the outcome indicator target goals will be postponed until the transition is complete and sufficient time has elapsed to ensure consistency in the automated system information. This time will also be used to review the automated system potential for developing more refined indicators related to this outcome area.</p>

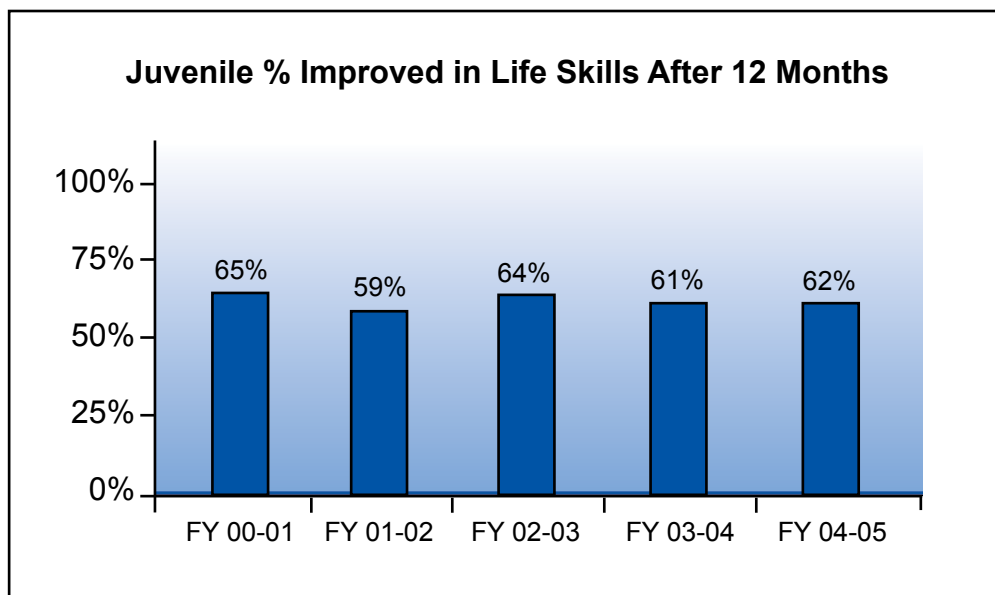
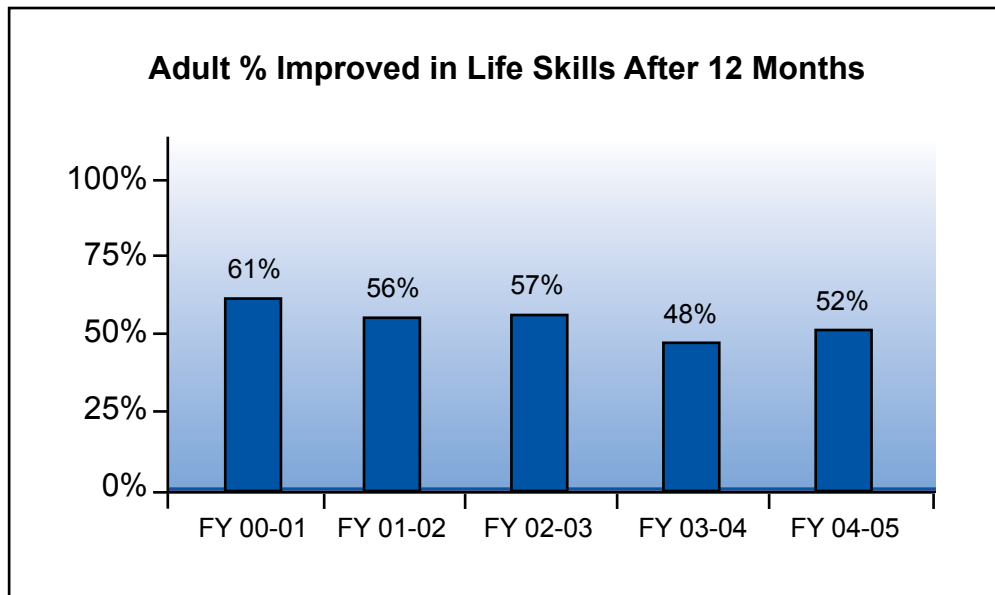
Why: Measures effectiveness in addressing juvenile and adult probationers' needs during their first year under probation supervision.

²The Deputy Probation Officers conduct a standardized Risk/Needs assessment when an offender is first placed on probation and at six-month intervals while on probation. The Needs assessment, which is the information source for this measure, helps the officer identify the offender's resocialization service needs in the following areas: Academic/School Problems; Alcohol & Drug Abuse; Emotional Stability; Physical Health; Parental or Marital/Family Relationships; Peers/Companions; and, for adults only, Vocational Skills; Employment Stability; and Financial Stability.

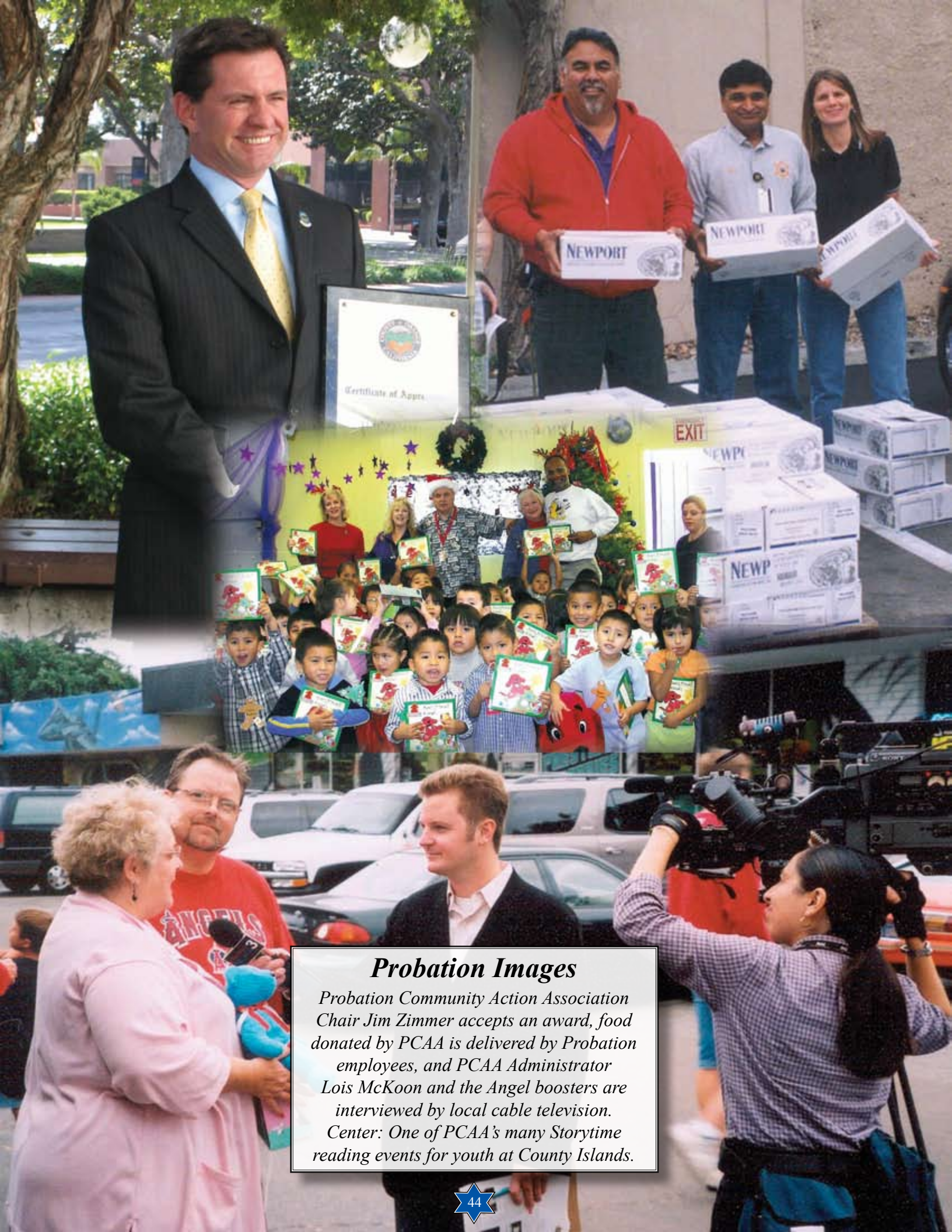
KEY OUTCOME TRENDS

Goal #2: Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.

Why is this important? Improvement in life-skills abilities indicates probationers are gaining the skills needed to become productive, law-abiding citizens. Areas measured are academic/school progress, alcohol/drug abuse, emotional stability, physical health, parental or marital/family relationships, peers/companions, vocational skills, employment stability, and financial stability. Improvements in these areas are very case specific and can fluctuate dramatically. For more information, refer to the previous page.



Source: Adult and Juvenile Profile/Outcome Database, Orange County Probation Department.



Probation Images

Probation Community Action Association Chair Jim Zimmer accepts an award, food donated by PCAA is delivered by Probation employees, and PCAA Administrator Lois McKoon and the Angel boosters are interviewed by local cable television. Center: One of PCAA's many Storytime reading events for youth at County Islands.

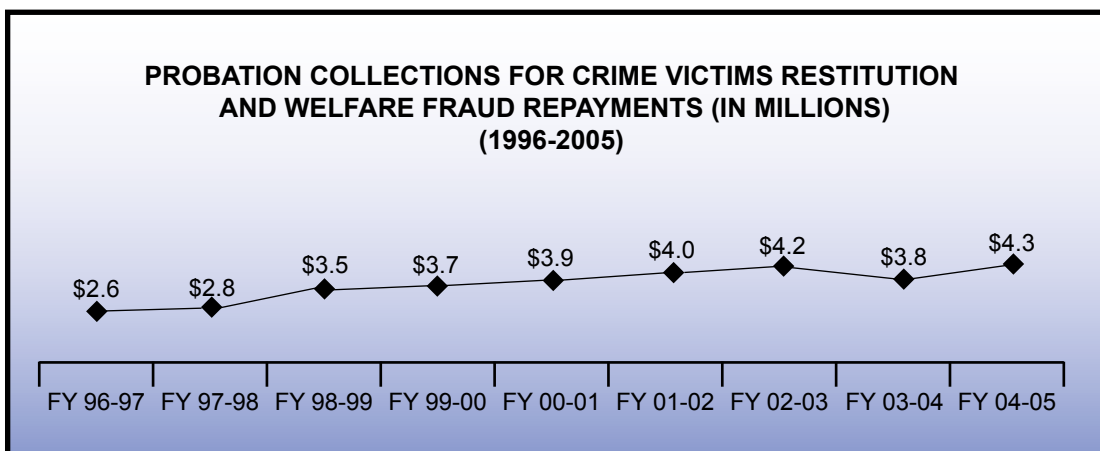
Goal #3:

Assist crime victims by presenting their interests to the Courts and providing support services.

The Probation Department's goal is to ensure that the needs and interests of victims are addressed in the criminal justice process. The department's unique role in victim services begins when the offender is being processed by the Juvenile/Criminal Courts and continues for as long as the offender is on probation supervision. The department coordinates efforts with other organizations in the County that provide services to victims, such as Victim Witness. Both organizations assist the victim to understand the criminal justice process, but the Probation Department presents the needs and interests of victims to the Court in court reports. Once the offender's case is adjudicated, Deputy Probation Officers and Collection Officers provide information to victims, offer support services, collect restitution, and make referrals to resources. Deputy Probation Officers also increase the safety of victims by monitoring the activities of offenders, which is especially critical in stalking and domestic violence cases. A Victim Services Coordinator and Victim Services Strategic Planning Group coordinate efforts for victims, provide programs and training for Probation Department staff so they are knowledgeable and sensitive to victims and victim issues, and respond to victims who have questions or need assistance.

CLIENTS

Victims come to the attention of the Probation Department because of crimes committed against them. These crimes may range from a relatively minor incident of petty theft to a serious, life-threatening crime of violence, such as assault or rape. Victims come from a variety of ethnic, economic, and social groups. Their ages range from children to the elderly. Of the more than 278 victims that responded to the department's annual victim survey, nearly 52% were over 45 years with another 35% between 25 and 44 years, and the remainder under 25 years of age. Respondents were almost equally divided by gender. The majority of respondents had been victims of a theft. The needs of victims differ according to their own response to the crime and the nature of the crime.



The Probation Department tries to give these victims a direct, meaningful voice in the criminal justice system. Deputy Probation Officers contact crime victims and give them the opportunity to share with the Courts their version of the incident and its impact on them. Also, victims are provided with information about the court process and the meaning of court orders that relate to them. Once offenders are placed on probation, deputies supervise them to prevent further victimization.

One of the most important services provided to victims by the Probation Department is the collection of restitution ordered by the Court. Collection Officers retrieve restitution for crime victims and an assortment of fines, penalties,

and fees, which offset costs to provide criminal justice services. For FY 04-05, Probation collections totaled approximately \$4.3 million for crime victim restitution and Welfare Fraud re-payments.

Specialized services are provided for the victims of domestic violence batterers and sex offenders. In the Domestic Violence Unit, specially trained Deputy Probation Officers administer nationally recognized instruments to assess the level of danger presented to victims. Volunteer staff are available to maintain regular contact with the victims of sex offenders who seek additional services.

CHALLENGES

- The Probation Department is mandated by law to conduct investigations and write pre-sentence reports on behalf of the Court. When a sexual assault crime is involved, the Probation Department is not specifically named in statute as an authorized receiver of the victim's contact information. To ensure that the victim's voice is heard in the pre-sentencing reports, the Probation Officer needs to have statutory access to victim information.

Solution(s): Probation will submit a request to the Board of Supervisors via the CEO/Legislative Unit to sponsor legislation to amend Penal Code 293 (c) (d) and (f) to include the probation officer of county probation departments as a recipient of sexual assault victim information.

- It is a challenge to respond in a timely manner to the large number of victim requests for information that are received each year after Probation sends out its annual Victim Survey.

Solution(s): The Victim Services Coordinator (VSC) will develop a standard form letter in English, Spanish, and Vietnamese acknowledging receipt of the request. The form letter will be sent to the victims within 72 hours to let them know that their requests have been received and are being researched. Staff will then research each specific inquiry and provide a personal, individual



DPO Jeff Andrews uses his field book as one tool to maintain information on the over 100 probationers he supervises who are living in the community.

response in a timely manner. Since many of the requests pertain to restitution, the VSC will work with Data Systems to obtain electronic access to restitution information to speed the process and enable a quicker response.

Case Study: Steve & Adam

Adam was typical of most college students. He decided to ride on the hood of his friend Steve's car. Unfortunately, Adam fell off the car, and Steve was unable to stop in time. The compression of the car killed Adam, and Steve was prosecuted. Adam's parents attended some of Steve's court hearings even though it was a hardship for them because they lived outside Orange County. They wanted their son to be more than just a faceless victim in the court process. The probation officer preparing a report for the Court offered to make the two-hour drive to their home to interview them. The parents were able to talk about their loss and grief. They shared family photos, scholastic awards, and memories of their son. Afterwards, they thanked the probation officer for her time and consideration. They were grateful for having the opportunity to show their son as the person he was, not just a victim.

- With most Probation mandates and daily caseload activities centered on offenders, constant vigilance is needed to ensure staff maintain the proper focus on victims and victim services.

Solution(s): The Victim Services Strategic Planning Group (VSSPG) will continue to meet and provide direction for victim services. Annual training classes on victim awareness will be provided to staff. The department will maintain a Victim Services Coordinator even though reductions require it no longer be a dedicated, full-time position. An annual Victim Satisfaction Survey will continue to be conducted and the results analyzed for improvement in victim services.

- Because of the sensitivity of the cases and the trauma involved, Probation has had difficulty developing a method to survey victims of serious crimes, such as rape and domestic violence. The department's annual Victim Satisfaction Survey is not appropriate and is not sent to the victims of serious crimes. A survey method is needed to capture information from this very important population.

Solution(s): The VSSPG will focus on how to contact victims of serious crimes during the coming year. Research staff will continue to search for examples of best practice programs dealing with serious crime victims and any research findings relevant to conducting studies of this population. Using information from both of these efforts, Probation will develop an appropriate strategy for a satisfaction survey methodology during the coming year.

- Victims of domestic violence and sex offenders may be significantly traumatized and, due to the nature of the crime, in need of specialized intervention.

Solution(s): The department will continue to work collaboratively with other public and private agencies providing victim services to ensure that victims receive desired and needed services. Methods will be developed to obtain input from victims in order to secure enhanced support services.

The probation department shall attempt to notify the victim regarding the requirements for the defendant's participation in the batterer's program as well as regarding available victim resources. 1203.097 (b) (4) PC

RESOURCES

The goal of assisting victims encompasses resources and staff from all three of the department's key service areas: Institutional Services, Field Services, and Special Services.

The Victim Services Coordinator (VSC) is involved in the development and oversight of all programs involving victims, as well as direct services. Deputy Probation Officers (Adult Court and Juvenile Court Divisions) interview victims to include their statements in court reports. The Collection Officers (Administrative and Fiscal Division) and assigned Deputy Probation Officers (Adult and Juvenile Supervision Divisions) are responsible for the collection of restitution and other victim case contacts as necessary. Staff in the institutions provide victim sensitivity training to offenders and require minors to pay restitution with a portion of any money earned. Staff from the Research Division, in conjunction with the VSC, conduct the victim surveys and participate in follow-up activities as required. A Victim Services Strategic Planning Group (VSSPG) comprised of managers, research, and program staff work with the VSC to coordinate/ develop victim services for the department.

STRATEGIES TO ACCOMPLISH GOAL

- Continue to research appropriate strategies for a satisfaction survey methodology for the victims of serious crimes.
- Continue to evaluate the needs of distinct populations, such as victims of domestic violence and sex offenders, and assist with the development of appropriate services.
- Use the results of victim satisfaction surveys conducted for the past five years to evaluate the quality of probation services to crime victims and recommend improvements.
- Continue to develop and coordinate victim services through the Victim Services Coordinator and Victim Services Strategic Planning Group.



Victim Services Coordinator Vicki Mathews and Staff Specialist Cynthia Contreras review one of the letters that Orange County Probation sends to victims of crimes.

- Maintain staff awareness, knowledge, and sensitivity regarding crime victims and continue collaborating with other victim-service providers.
- Continue to provide victim awareness education programs at the juvenile institutions and YFRCs.

KEY OUTCOME INDICATORS

Two measures have been implemented to evaluate this goal:

- Percentage of court-ordered restitution paid by probationers to crime victims at closure of obligation.
- Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

VICTIM SURVEY COMMENTS

*Sample comments from victims have been reported from the 2005 Victim Survey.
Any use of names or identifiers has been changed or removed.*

"Although I normally have difficulty understanding English, the people I spoke with were very patient and understanding. I never expected to see my property again and they returned it to me. I am very impressed with the service I received from beginning to end."

"I am very satisfied with the services and with the information provided. Also, when I called by phone, the person that helped me was very cordial. Thank you."

"Thank you for all the help I received, especially to the staff that helped me. The interpreters were very kind. Thank you very much."

"You've done a fantastic job!"

"So grateful for the restitution as I am living on social security since I was wiped out financially."

"Thank you for helping us to recover the value amount of the car that was stolen. We are very grateful to all of you."

"We didn't realize that we would be protected or receive restitution. Thank you. Good Job!! Our taxpayers money is working."

"This crime has really angered me and I feel dismayed by our whole system. I was offered restitution but I have not heard when I will receive it. And that still won't bring an end to being a victim of human beings stealing!"

"The system is too slow!"

"I would like to know what kind of punishments the offender will receive for his act. Thank you."

"I don't feel like there was enough done for the victim."

Comments from the survey, such as those above, help the Probation Department develop services for victims and respond to individual concerns of victims.

KEY OUTCOME INDICATOR REPORTING

Goal #3: Percentage of court-ordered restitution paid by probationers to crime victims at closure of obligation.

OUTCOME INDICATOR	FY 04-05 RESULTS	FY 05-06 PLAN	FY 05-06 ANTICIPATED RESULTS	FY 06-07 PLAN	HOW ARE WE DOING?
What: Percentage of court-ordered restitution paid by adult and juvenile probationers to crime victims.	<p>Adult: (*) In FY 04-05, 820 adult probation cases with restitution obligations to victims, including welfare fraud cases, were closed.</p> <ul style="list-style-type: none"> ● 56% of the obligations were closed with the victim <i>paid in full</i>. ● A total of \$2,606,542 in restitution was paid to victims by all adult probationers whose obligations closed. Of that amount, 78% of the restitution dollars collected went to victims that received all restitution owed. <p>Juvenile: In FY 04-05, 594 juvenile probation cases with restitution obligations to victims were closed.</p> <ul style="list-style-type: none"> ● 75% of the obligations were closed with the victim <i>"paid in full."</i> ● A total of \$509,170 in restitution was paid to victims by all juveniles and their parents whose obligations closed. Of that amount, 94% of the restitution dollars collected went to victims that received all restitution owed. 	<p>Establish target goals based on five years of results.</p> <p>Continue reviewing current collection practices to identify areas for improvement.</p> <p>Evaluate the capabilities of the planned financial system enhancement for potential refinement of the present outcome indicators.</p>	<p>Meet or exceed the current year results.</p>	<p>Assess whether any changes or refinements to the target goals are necessary.</p> <p>Implement any modified or new practices that are designed to improve collection of victim restitution from probationers.</p> <p>Continue reviewing potential refinements to the indicator reporting.</p>	<p>By the closure of 1,414 restitution obligations this fiscal year, more than \$3.1 million had been collected for victims owed restitution. Over half of the adult restitution cases and three-fourths of the juvenile restitution cases closed with the victim being paid in full.</p> <p>A number of valuable changes have occurred this past year directed toward enhancing probation's services to victims. The assignment of juvenile Collection Officers, who work directly with field officers, as already occurs in the adult area, has been one very positive improvement. A restitution class was also offered that helps keep staff informed concerning probation's role and responsibilities related to victim restitution. Another enhancement was obtaining a blanket court order that allows probation staff to release authorized information to victims about offenders. Finally, brochures were developed that provide victims of both juvenile and adult offenders with key information about their rights and resources available to them.</p> <p>The tracking of this outcome indicator over the past few years shows that the majority of dollars collected over the life of an obligation go to victims who receive all restitution owed by the obligation's closure. However, each year between 40 to 45% of the adult obligations close with a small restitution amount still due to the victim. Often these offenders have been making regular payments according to their financial ability to pay. Though Collection Officers know this information on individual cases, aggregating it has been more difficult due to limitations in the automated financial system. Probation staff will continue to pursue ways to acknowledge these cases. While the offenders are not able to compensate victims 100%, they are showing a clear effort to meet their monetary obligations based on their ability to pay and thereby contribute to helping restore the victims.</p>

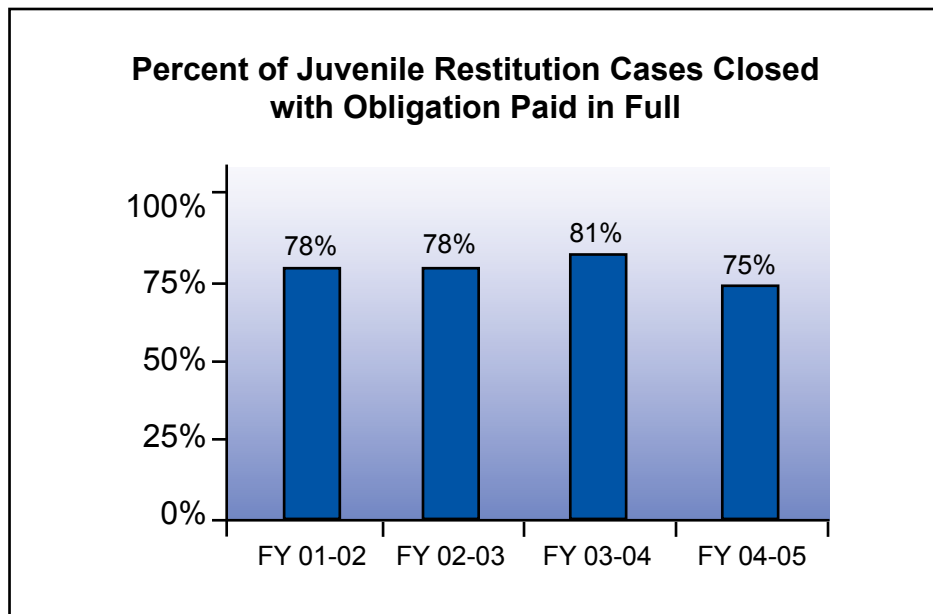
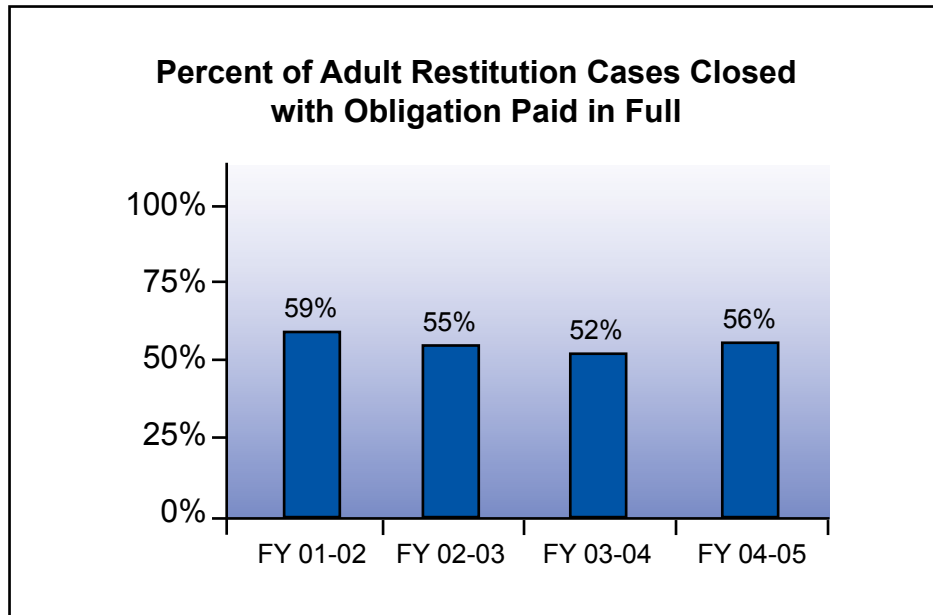
Why: Measures Probation's success in collecting restitution for crime victims.

(*)The adult reporting on this indicator includes welfare fraud restitution closed cases. This restitution is returned to the county Social Services Agency.

KEY OUTCOME TRENDS

Goal #3: Percentage of court-ordered restitution paid by probationers to crime victims at closure of obligation.

Why is this important? Collecting restitution for victims represents one very tangible way that probation officers can assist victims. This indicator shows the effectiveness of the department's collection efforts at the closure of the offender's obligation. For more information, refer to the previous page.



Source: Probation Financial System, Orange County Probation Department.

KEY OUTCOME INDICATOR REPORTING

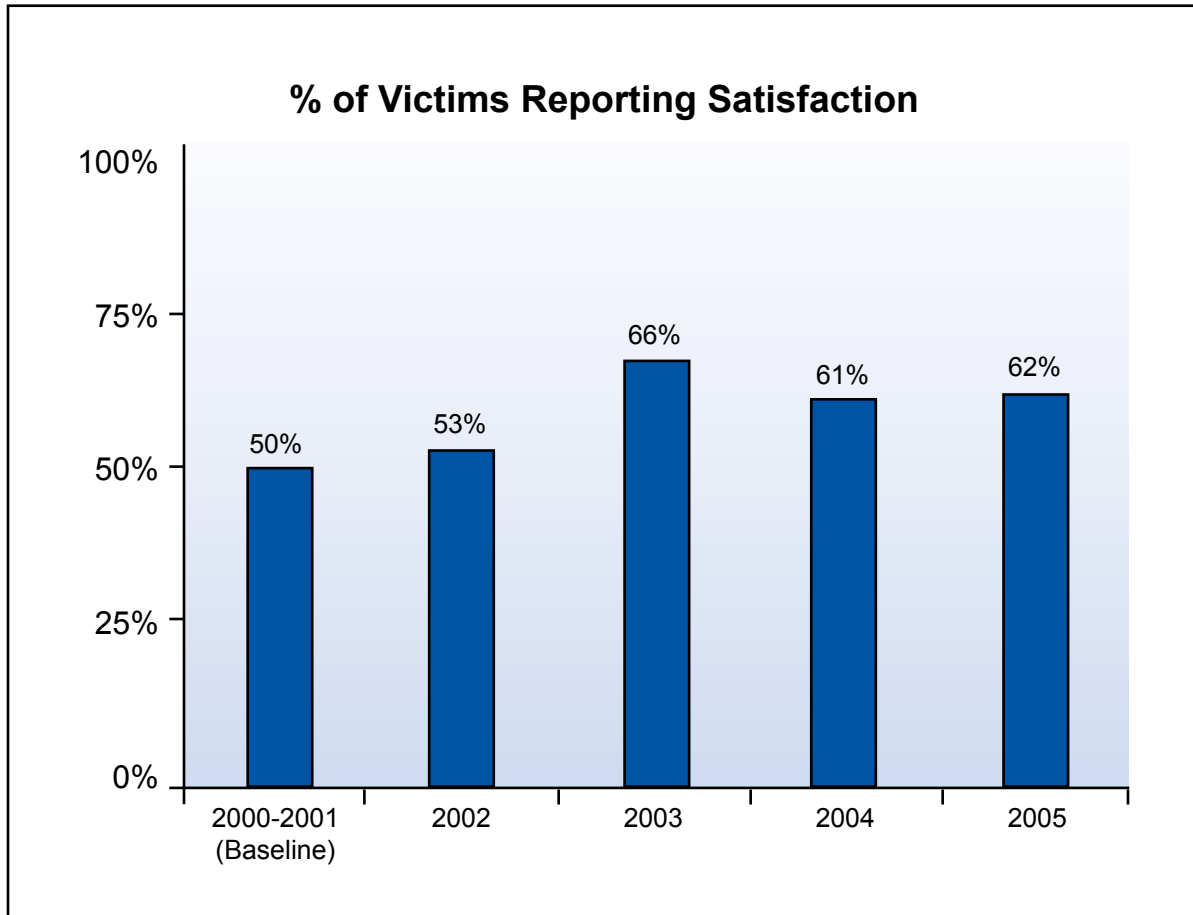
Goal #3: Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

OUTCOME INDICATOR	FY 04-05 RESULTS	FY 05-06 PLAN	FY 05-06 ANTICIPATED RESULTS	FY 06-07 PLAN	HOW ARE WE DOING?
<p>What: (*1) Ratings of victim satisfaction with the quality and manner in which department services are provided to victims.</p>	<p>Surveys were mailed to 1,697 victims representing the two major victim service areas within probation (victims owed restitution and victims contacted for intake and investigations). Respondents were also given the opportunity to request further information when they returned the survey.</p> <p>A total of 278 had responded to the survey by late November, representing 17.5% of all surveys delivered to victims. As in the past, the primary contact with probation staff occurs via letter or telephone. The responses indicated that, overall:</p> <ul style="list-style-type: none"> ● 62% were satisfied with the victim services they had received from probation. ● 21% expressed dissatisfaction with the services. <p>Of those responding, 38% (106) requested further information about their case. Probation's Victim Services Coordinator is now following up on each one of these requests.</p>	<p>Evaluate whether appropriate target goals can be formalized.</p> <p>Maintain the resources to support victim services.</p> <p>Continue to research evidence-based practices in other probation agencies related to this goal.</p> <p>Develop an implementation plan for conducting surveys at the intake and investigation system points.</p>	<p>Meet or exceed the baseline results.</p>	<p>Initiate surveys of victims at the intake and investigation points in the probation system.</p> <p>Develop an implementation plan for surveying victims of violent crimes.</p>	<p>More than three-fifths of the survey respondents reported overall satisfaction with the victim services they received. This finding is slightly higher than last year's figure of 61% and notably higher than baseline results of 50%. Once again, courtesy of the staff was the area rated highest in satisfaction (63%).</p> <p>The results for all ten survey questions were higher, in most instances significantly so, than the baseline years. Satisfaction levels in the areas of providing accurate and current information regarding restitution collection and offender case status have remained somewhat stable the last two years at around 50%; however, both are considerably higher than the baseline year rates of 38% and 41% respectively. The increase noted last year in satisfaction with staff's encouraging victims to give information about their case this year rose again to 48% in contrast to the baseline of 38%.</p> <p>One area where the increase has been especially noteworthy is in satisfaction with the Probation Department's sensitivity to the needs of crime victims. This year, that satisfaction rate was 60%, considerably above the 43% baseline level. This substantial rise is clear evidence of the progress Probation has made since <i>assisting crime victims</i> was established as one of our three primary business goals. Activities such as conducting the annual survey, responding to victim requests that come forward with the survey, and handling the victim hot-line calls have all contributed to an increased understanding of crime victims' interests and problems. That direct victim contact has led to many changes in practices and policies designed to improve our victim services and, as the survey results attest to, has helped Probation staff become more sensitive to the needs of these victims.</p>
<p>Why: Measures victim satisfaction with services provided by Probation.</p>					
<p>(*1) The Victim Survey is conducted by the Probation Research Division and was developed by research staff following an extensive review of victim surveys used in criminal justice agencies nation-wide. The survey consists of 10 items and respondents rate satisfaction to each item on a five-point scale (strongly agree, agree, neutral, disagree, strongly disagree)</p>					

KEY OUTCOME TRENDS

Goal #3: Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

Why is this important? Responses from the victim surveys assist the department to improve services and address any gaps that may exist. For more information, refer to the previous page.



Source: Victim Survey Results, Orange County Probation Department.

DEPARTMENT-WIDE CHALLENGES, STRATEGIES, AND RESOURCES

Some of the challenges and strategies to accomplish the Operational Plan during 2006 are department-wide and affect all of the goals.

CHALLENGES

- With the continued growth of automated business applications, there is an associated increase in the level of technical and support staff resources required for the operation, maintenance, user assistance, and enhancement support of these applications.


Solution(s): The department will place additional emphasis on project management and establishment of priorities to effectively manage limited technical staff resources. In an effort to minimize the growth of this resource demand, the department will continue to evaluate third-party software solutions as the first-choice alternative to in-house software development. The department will continue to review the level of staffing within the Data Systems Division and seek to augment the staffing with additional or contractor positions as deemed necessary to support the growing base of business applications and technologies to be developed and supported.

- The growing dependence of department operations on automation, coupled with the ongoing maintenance and enhancement of these new technology applications, require that the full-time staff have the appropriate technical skills.

Solution(s): Probation will identify opportunities and funds to support the cost of five to ten days of annual technical training for IT staff.

- The increased volume of data related to digital documents, photos, signatures, etc. will require that the network performance be upgraded to provide the required capacity for adequate transmission performance.

Solution(s): Funding will be requested for new data communications network switching equipment to be upgraded to the 1GB bandwidth technology. When funding is approved, the department will work with CIO/IT on implementation.



Senior Program Analyst Tham Vo's voice is familiar to many employees because she provides assistance to those who call Probation's Help Desk.

- The department currently utilizes the Microsoft Office 97 suite of software products. These products are no longer in compliance with County standards for desktop software. Installation of new software will be a significant strain on the department's IT staff resources and disruptive to end users during the transition.

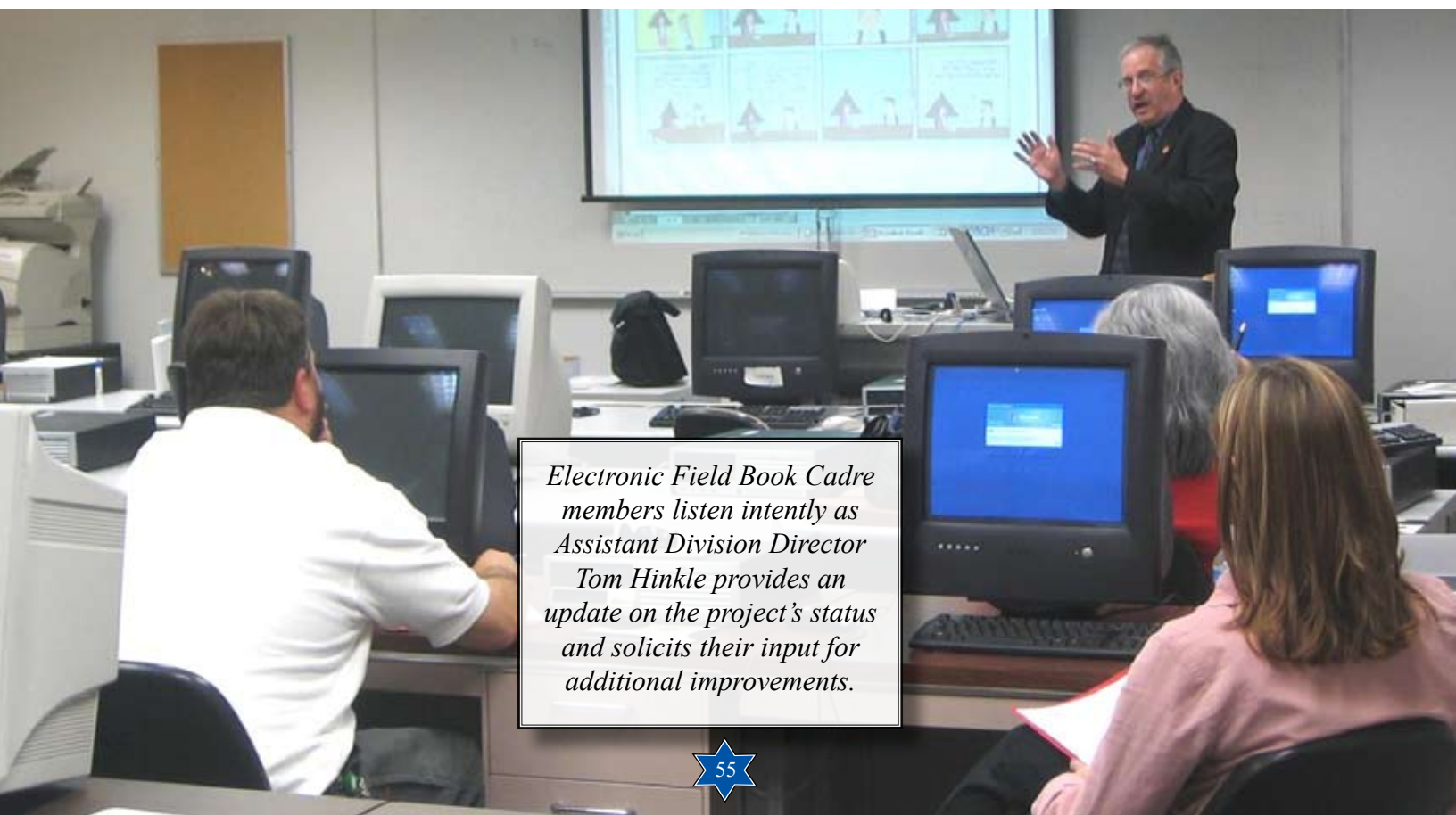
Solution(s): During FY 05-06 and 06-07, the department's PCs will be upgraded with the Microsoft XP operating system. During FY 05-06, Probation will participate in the CIO/IT countywide migration to the Windows Server 2003 and Active Directory domain architecture project. Additional IT technical staff resources will be acquired to enable a timely and effective installation on each PC. FY 06-07 funding will be requested to upgrade the Microsoft Office 97 Suite to the then-current version of the Microsoft Desktop Suite of products. This will be a major undertaking to plan and install the new software on some 1,400 PCs. Training of staff and testing with existing business applications will require a significant commitment of technical and user staff to complete the upgrade.

- It will be a challenge to ensure that all Probation employees are kept informed concerning new technology developments, new automated systems, and the changes to current operating procedures required by these events.

Solution(s): The Project Management Group, Data Systems Operations Manager, and user cadres associated with each new development will keep staff informed and identify training that needs to be provided with changes in technology and new automated systems.

- It is essential to continue addressing the challenge of management and labor working together for the benefit of the community, employees, and department.

Solution(s): The department established a strategic planning initiative and workgroup (*Labor/Management Relations*) in 2004 that will continue to work collaboratively with employee organizations to improve relationships between managers/supervisors and labor. Probation will continue to provide meaningful training for staff in key areas and opportunities for employees to participate in the department's strategic planning process and working groups that are designed to address operational issues.



Electronic Field Book Cadre members listen intently as Assistant Division Director Tom Hinkle provides an update on the project's status and solicits their input for additional improvements.

- The Corrections Standards Authority (CSA) administers the Standards and Training for Corrections (STC) program, which requires that peace officers meet annual training requirements each fiscal year. In past years, this program has been supplemented by local assistance funding from the State. However, STC funding was eliminated on July 1, 2003, even though annual training requirements remain in effect.

Solution(s): The department is focusing on training curriculums to ensure the training provided is substantive and targets perishable skills. Expert in-house trainers continue to be utilized on a more frequent basis to minimize the cost of outside training providers. Specific training related to peace officer rights will continue to be offered to managers and supervisors in order to increase their knowledge and ability to deal with the unique rights afforded to peace officer staff. Probation will continue attempts at the statewide level to regain State funding to support the mandated training.

- The loss of experienced sworn and professional staff will continue to have a significant impact on the department's workforce due to the implementation of an enhanced retirement package for professional staff in July 2005 and the safety retirement program already in place for sworn staff.

Solution(s): Emphasis will continue to be placed on succession planning efforts to effectively deal with the loss of experienced staff. The department will continue to work with the CEO/Human Resources Department on countywide succession planning endeavors and replacement strategies to ensure a talent pool is ready to address the ongoing replacement needs.

- Prior to June 1997, the DPO Trainee Academy lasted for six months. Due to fiscal and staffing constraints, classroom training for Deputy Probation Officer Trainees was shortened to 12 weeks and supplemented by on-the-job-training and mentoring by seasoned, long-term staff in the field. With the continuing loss of seasoned staff at an earlier age due to retirements, longer classroom training is needed to meet the demands of the job and maintain a well-trained workforce. Also, more classes are needed on a regular basis to minimize the length of time DPO positions remain vacant.

Solution(s): In conjunction with succession planning efforts, the department is exploring options of expanding the DPO Trainee Academy to six months and scheduling the academies on a more regular basis in order to ensure staff competency levels, maintain a workforce of well-trained DPOs, and minimize the



Probation Deputies are trained to deal with a variety of situations. In this scenario, DPO Fred Fontes must calm an irate woman (played by DPO Kathleen Green) whose boyfriend is being arrested.

length of time DPO positions remain vacant.

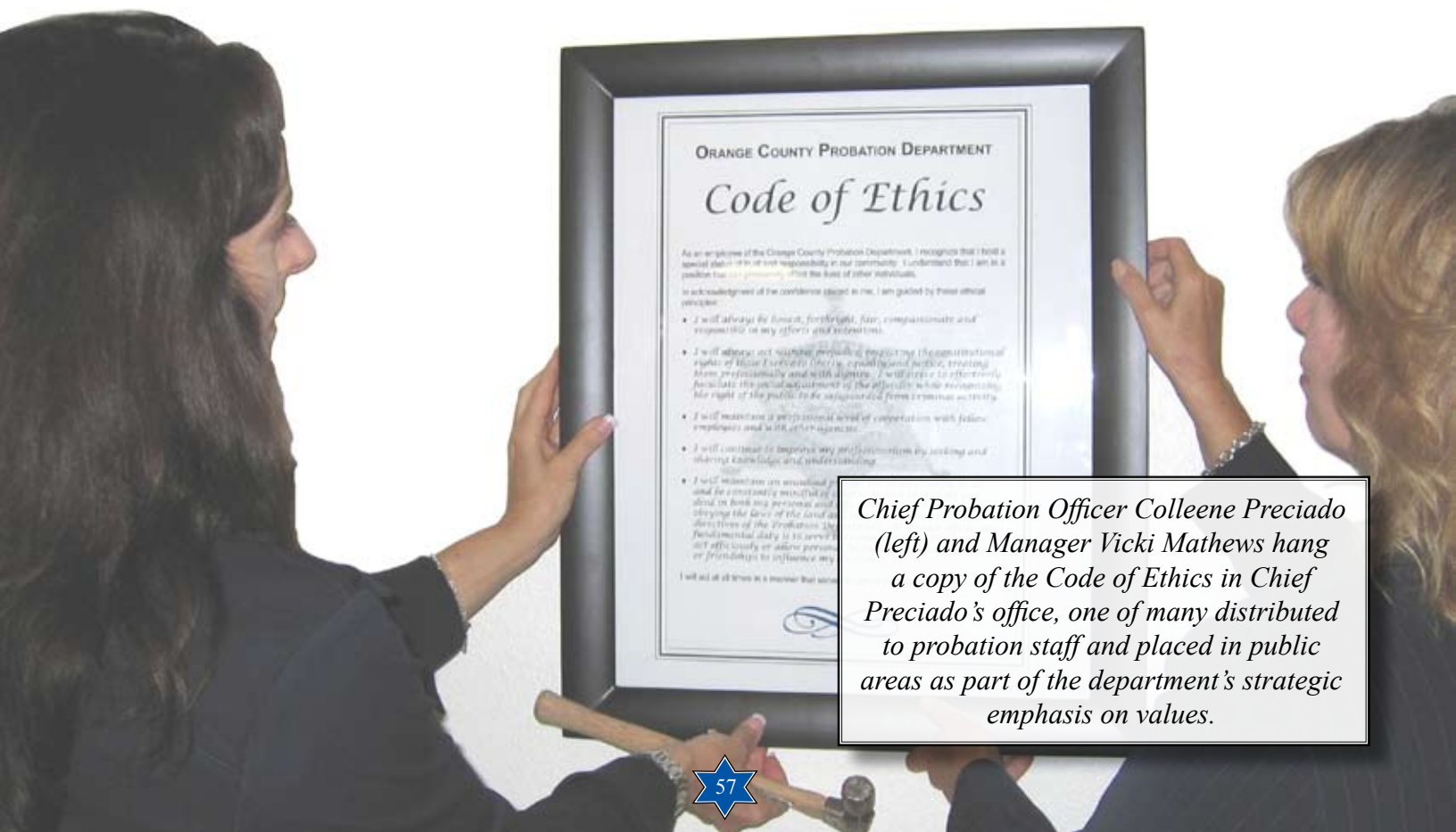
- Probation is losing more experienced managers and leaders at an earlier age due to the recent changes in retirement benefits. It will be a challenge for the department to prepare new leaders to take their place.

Solution(s): Developing a systematic approach to leadership development for staff at all levels will be a key concentration in the coming years. During the 2004 annual Strategic Planning Session, the department selected *Leadership Development* as one of three strategic planning initiatives. A Leadership Development work group was tasked with developing a Leadership Development System (LDS). This work group has developed a system that will continue to evolve during the coming years. The LDS model includes 360 Feedback, a mentor program, a leadership library, revision of the Supervisor's Core Course, development of the Supervisor's Proficiency Application Review, and the creation of Personal Development Plans. During 2006, several of these modules will be implemented, while others that were implemented in 2005 will be evaluated and modified as needed.

- During the 2004 annual Strategic Planning Session, *Mission/Values* was identified as one of three strategic initiatives. The challenge is to ensure Probation's mission and values are integrated into daily decision-making at every level of the department.

Solution(s): A Mission/Values work group was formed in 2004 that will continue to examine effective methods of communicating with staff and the public regarding Probation's mission and ethics in maintaining the highest level of performance and behavior in the delivery of criminal justice services. In 2006, the work group will focus on ensuring that all members of the department know and practice the values of the agency via the department's newsletter, training sessions, and unit-level discussions.

- The Corrections Standards Authority has finalized the Juvenile Probation Camps Funding (JPCF) Program. This program is funded through the State's General Fund and replaces the Temporary Aid to Needy Families (TANF) funding that was eliminated during the 2004 budget cycle. To ensure continuation of probation funding for juvenile institutions and camps, the department is challenged to establish the JPCF program definition,



Chief Probation Officer Colleene Preciado (left) and Manager Vicki Mathews hang a copy of the Code of Ethics in Chief Preciado's office, one of many distributed to probation staff and placed in public areas as part of the department's strategic emphasis on values.

setup, performance targets, and obtain required Board of Supervisors approval before funding claims can be filed for 2005. The short timeline to establish the program requires significant resource commitment from the administrative and operational divisions. The challenge is creating a sound program that clearly addresses the objectives of the program in a cost-effective manner. The State General Fund is not as stable a funding source as TANF, and it is likely to be under significant pressure due to the State budget deficit. To ensure continued funding in the future, each county will need to demonstrate that JPCF is a cost-effective program.

Solution(s): A project team comprised of key members from the operational and administrative divisions has been established. The department is also working collaboratively with the Probation Business Managers Association and the Chief Probation Officers of California to ensure that all counties submit a quality program that complies fully with the goals of the program.

- The Probation Department is running out of space to accommodate the growing number of paper files that must be warehoused.

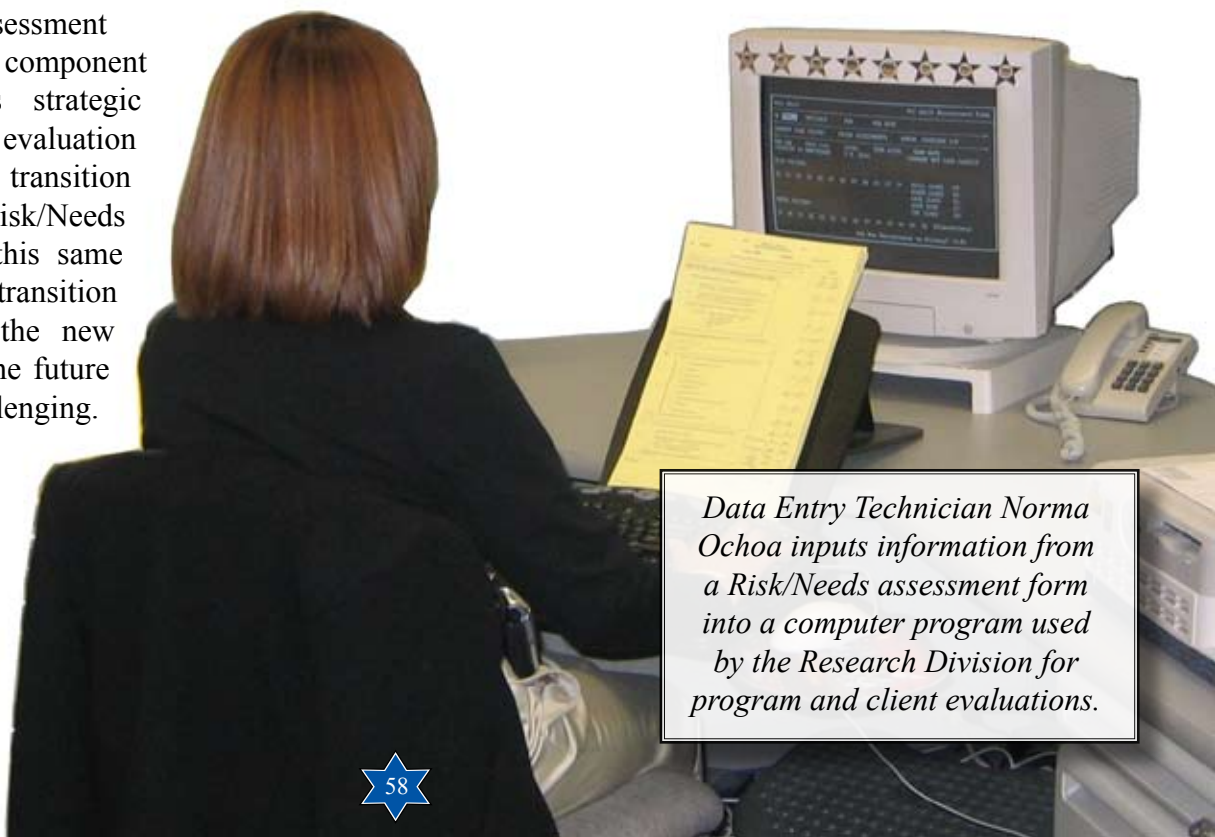
Solution(s): Document imaging is being used to provide immediate sharing of case information and to reduce the need to create new paper files, as well as provide relief through the electronic storage of archived files. A space planning study will commence in 2005 to review the impact from document imaging, as well as to examine the current and future storage needs for the department.

- The department is charged with the task of collecting the fines, fees, judgements, and victim restitution as ordered by the Court and other legislative mandates for each probationer and/or victim. The collections of the designated amounts can cover a period of several years and often include multiple victims and offenders. The software currently used to manage the collection process is primarily an accounting system that does not contain the structure and functions necessary to support a comprehensive, efficient, and effective collection process.

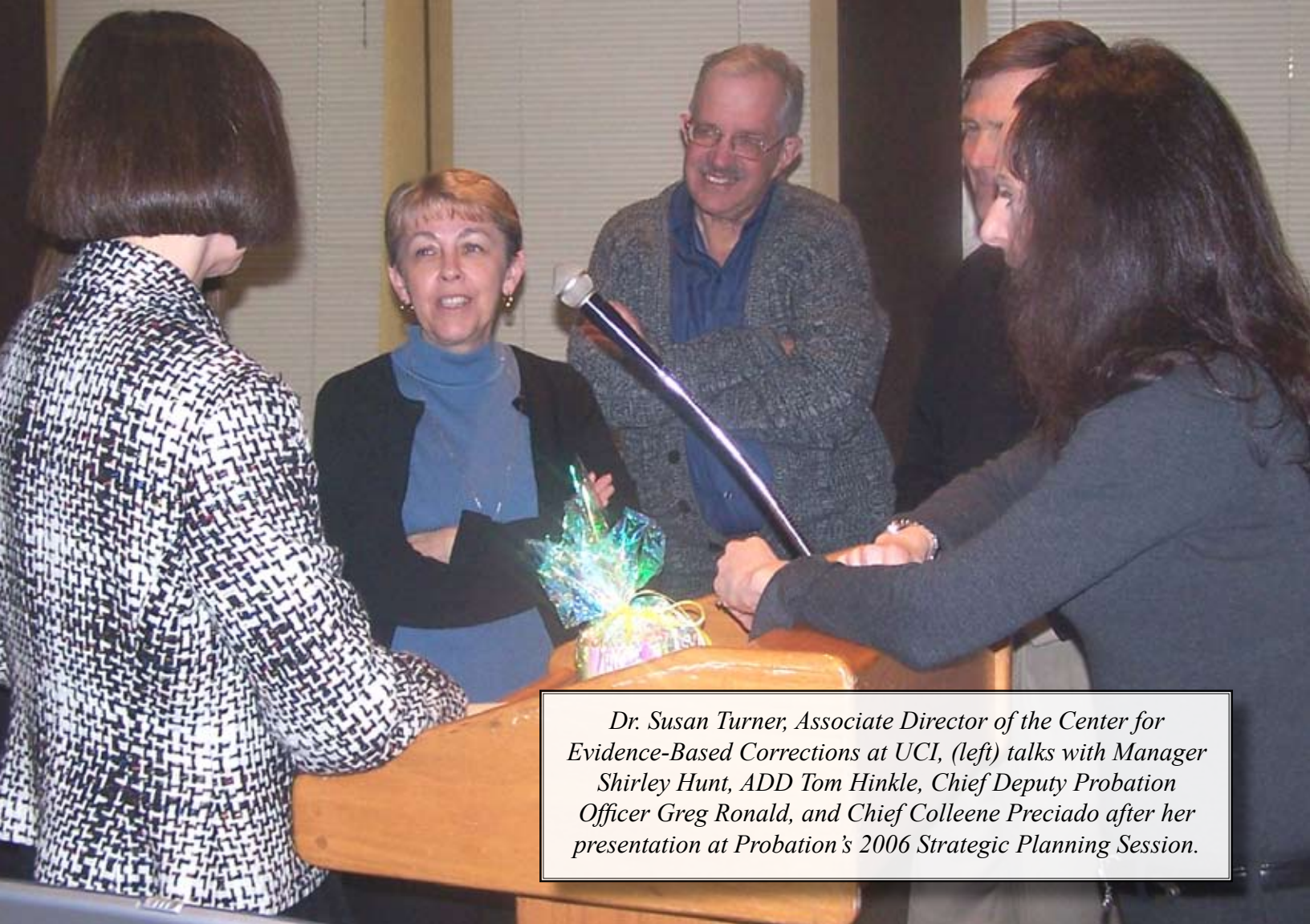
Solution(s): The department is assessing the feasibility of implementing a new collection software package to interface with the existing Probation Financial System (PFS) and to automate and improve the efficiency of collection activities.

- The Risk/Needs assessment information is a core component of the department's strategic planning and outcome evaluation monitoring. With the transition to an automated Risk/Needs system, maintaining this same capacity during the transition phase and building the new reporting ability for the future will be especially challenging.

S o l u t i o n (s) :
Research staff will work closely with Data Systems and program operations staff to develop the protocols for



Data Entry Technician Norma Ochoa inputs information from a Risk/Needs assessment form into a computer program used by the Research Division for program and client evaluations.



Dr. Susan Turner, Associate Director of the Center for Evidence-Based Corrections at UCI, (left) talks with Manager Shirley Hunt, ADD Tom Hinkle, Chief Deputy Probation Officer Greg Ronald, and Chief Colleene Preciado after her presentation at Probation's 2006 Strategic Planning Session.

extracting information from the new automated system. Initially this work will focus on setting up the process for merging case information from the new system with that in the existing PC-based system. The longer-term planning will center on setting up the permanent data extract protocols. A fundamental part of these protocols will be establishing methods for verifying data accuracy and integrity.

- There is an increased need and demand for outcome information that supports the effectiveness of all agency operations. Meeting this need with the current research resources and without additional external grant funding will present a challenge.

Solution(s): Research staff plan to work with specific programs, such as the Juvenile and Adult Sex Offender Programs and Youth and Family Resource Centers, to design tracking procedures that will provide information useful in monitoring program operations and in evaluating program outcomes. In addition, research staff will continue to focus on developing working relationships with nearby universities for identifying possible intern support and partnering on evaluation studies. Finally, as the department expands its automation efforts, research staff will continue to seek out and provide input on best practices in terms of indicators that are key to measuring program effectiveness.

- Several business goals show downtrends in key outcome indicators from the 2000-01 baseline through the years up to 2005.

Solution(s): The department will continue to evaluate the factors associated with these downward trends and seek

resources that directly address the primary issues, such as identifying more services to help meet probationers' employment needs and developing more strategies to help youth experience educational success.

- The department's stated vision of Integrated Case Management (ICM) is a multi-year phased implementation project, initiated during 2002-03 and continuing until the functions and capabilities have been fully developed and implemented. This will require the incremental purchase of the related hardware, software licenses, and information technology infra-structure to support the phased, multi-year implementation and utilization of these technologies, as well as the "re-engineering" of many office processes and related staff training.

Solution(s): The department will make annual purchases of the required hardware devices, software products, software licenses, and network upgrades to provide the information technology infrastructure and automated processes to achieve the phased objectives of the ICM strategy. Ongoing staff training with the automated business processes and information technologies will be conducted in concert with the implementation phases.

- The IT personnel classifications utilized within the Data Systems Division were established over twelve years ago to support an IT environment that was in its infancy. Expertise of staff has grown without reclassification of their positions. Currently, nearly every function within the department has an IT dependency component, and over 90% of all applications are built in-house.

Solution(s): The department will work with CEO/HR to assess the organizational structure of the Data Systems Division via a formal "Workforce Planning" methodology project to ensure that the proper levels and classifications of technical and management positions are in place. The review will include succession planning and staff development strategies. The project will also include the analysis of the duties, responsibilities, span of control, and technical competencies required in the current and planned IT technical and support environment within the department.

- New and expanding mandates, such as JPCF and Title IV-E, require Probation to track specific information to meet reporting and claiming requirements.

Solution(s): The department will develop efficient automation systems to track the mandated information and document activities for claiming reimbursement.

- Probation is required to develop programs to meet new mandates and respond to grant and other funding opportunities in a timely manner. The challenge is to provide sufficient program staff with adequate knowledge about operations to meet these requirements and respond to these opportunities without pulling staff and resources from other operations within the department.

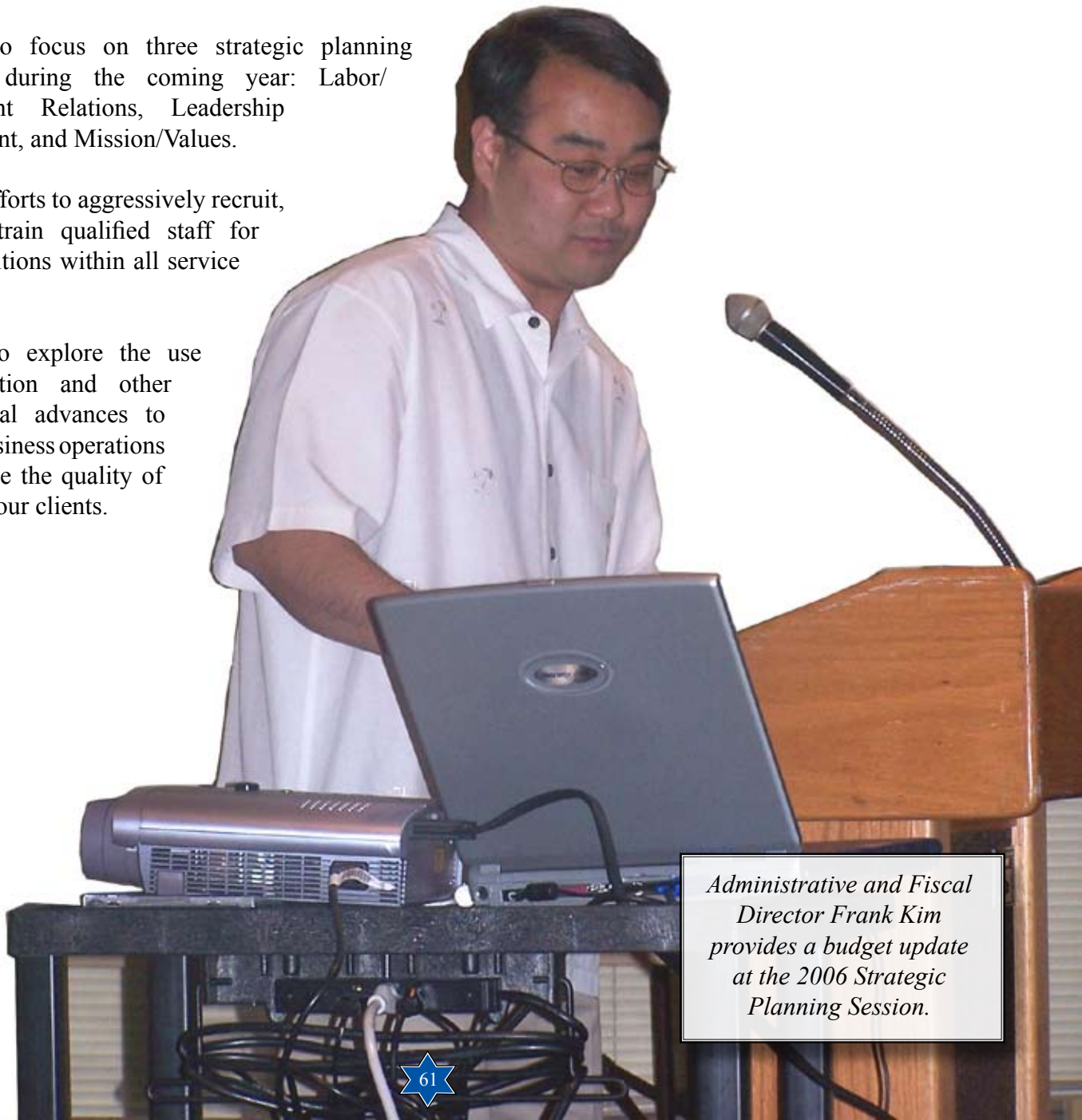
Solution(s): Probation will seek to expand program development staff to quickly respond to funding opportunities. Operational staff will be encouraged to rotate into program assignments and pursue training to ensure a sufficient pool of knowledgeable staff is available to respond to new mandates and funding opportunities.

- An abundance of community corrections-related research, academic investigation, and pilot field-testing is continuously being conducted throughout the country that could assist Probation to improve its operations and client outcomes. Also, automation continues to provide quality information that can be used to proactively develop programs to increase efficiency and improve client outcomes. Operational managers are too busy managing current operations to adequately capitalize on this vast emerging body of work. An ongoing, consistent approach is needed by dedicated staff to capitalize on opportunities that will ultimately save resources, progressively advance our services, and position us as leaders in the industry.

Solution(s): A function will be developed in the department's Program Division to work in conjunction with the Research Division on three primary areas: technology, client outcome information, and best practices. This group will identify and develop new business practices and approaches, make program improvements, provide ongoing analysis of academic trends, monitor technological advancements, and evaluate emerging best practices in the industry.

STRATEGIES

- Seek an independent expert outside of the agency to assist in updating the department's formal workload standards to ensure the most efficient and effective use of staff resources.
- Manage budget shortfalls without compromising the delivery of services that ensure public safety and the health and security of juveniles in the Probation Department's care.
- Work with local and state organizations/officials to develop programs to secure Juvenile Probation Camps Funding for juvenile institutions and camps.
- Continue to focus on three strategic planning initiatives during the coming year: Labor/Management Relations, Leadership Development, and Mission/Values.
- Continue efforts to aggressively recruit, hire, and train qualified staff for critical positions within all service levels.
- Continue to explore the use of automation and other technological advances to improve business operations that increase the quality of services to our clients.

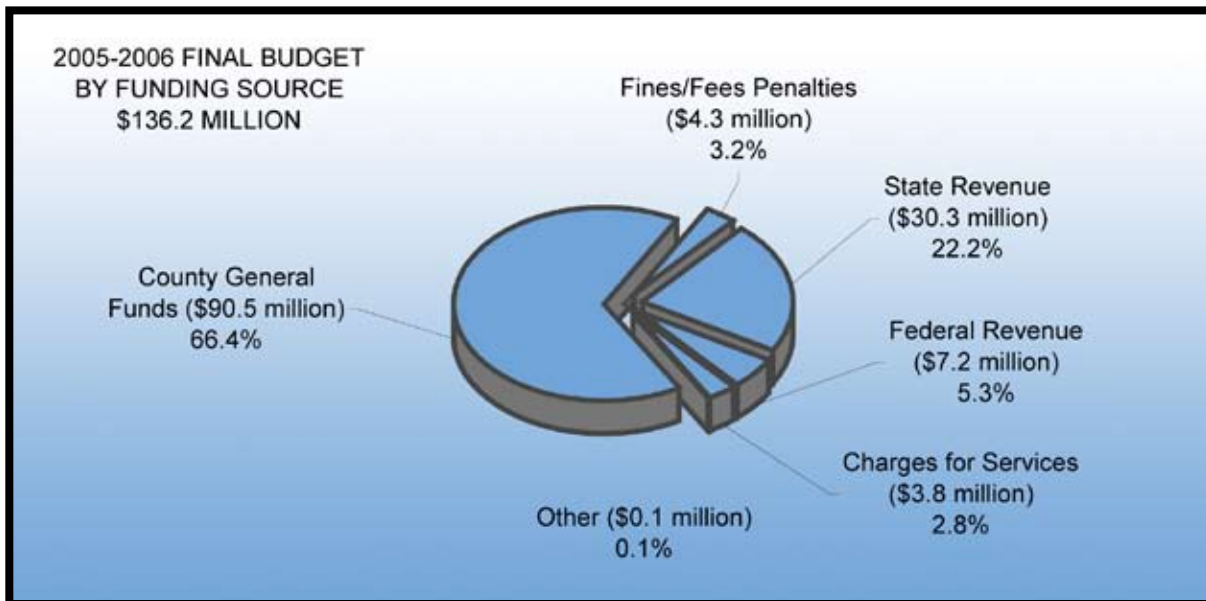


*Administrative and Fiscal
Director Frank Kim
provides a budget update
at the 2006 Strategic
Planning Session.*

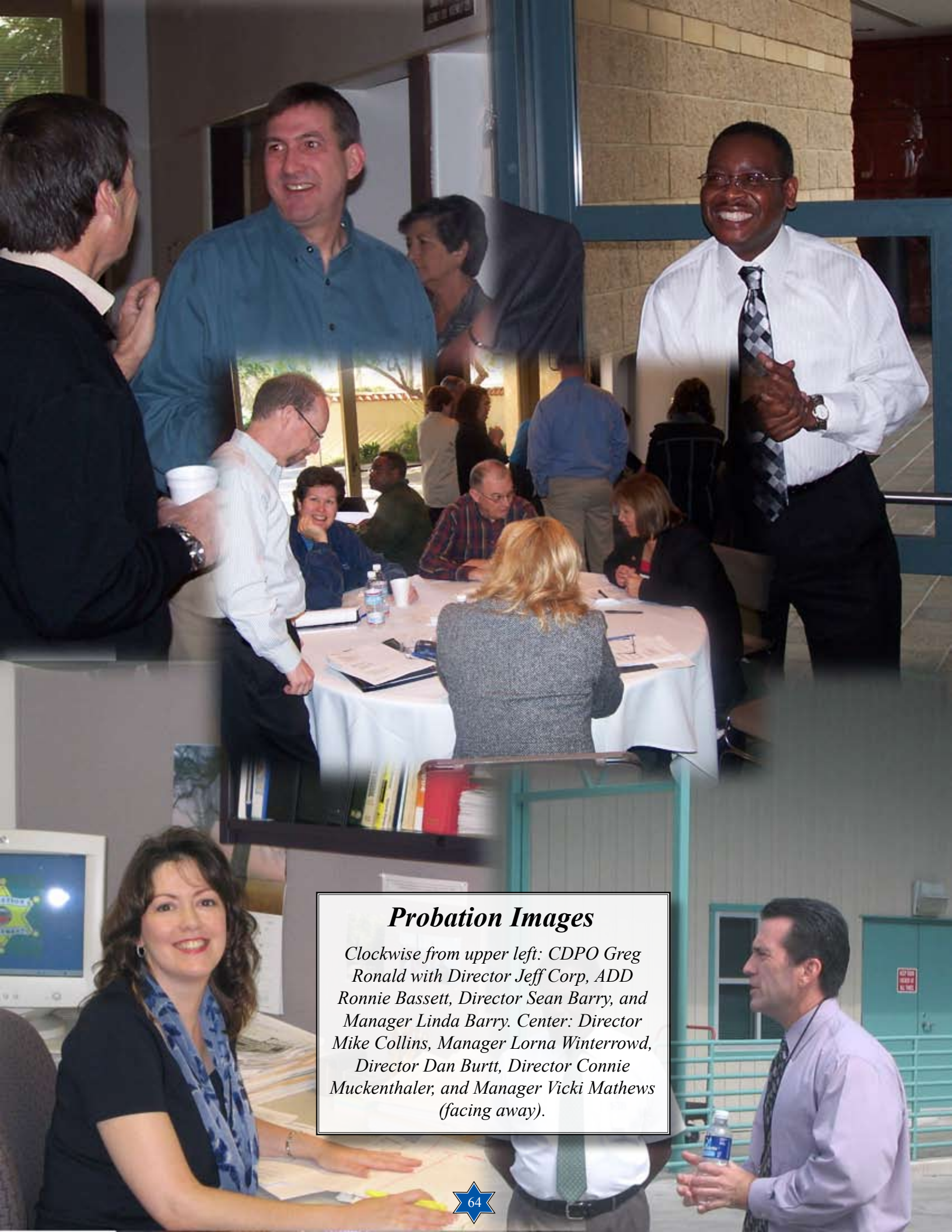
- Upgrade Probation’s aging technological infrastructure to ensure ongoing compatibility with collaborative state, county, and local agencies (County Strategic Priority).
- Continue to devote the necessary resources to continue progress toward the department’s 2002 strategic plan to develop an Integrated Case Management (ICM) system.
- Identify and plan for training requirements for end users in all automation projects to ensure efficient conversion to new systems.
- Continue to modify the department’s training program to mitigate the loss of state funding while ensuring the training is substantive and targets perishable skills.

RESOURCES

The Probation Department has a \$136.2 million budget. Over 66% of the budget comes from the County General Fund, and the remainder represents revenues credited to Probation originating from federal and state sources, contracts for specialized probation services, and fees for services.



APPENDICES



Probation Images

Clockwise from upper left: CDPO Greg Ronald with Director Jeff Corp, ADD Ronnie Bassett, Director Sean Barry, and Manager Linda Barry. Center: Director Mike Collins, Manager Lorna Winterrowd, Director Dan Burt, Director Connie Muckenthaler, and Manager Vicki Mathews (facing away).

CHIEF PROBATION OFFICER

Colleene Preciado
Secretary, Ofelia Garcia

**CHIEF DEPUTY PROBATION OFFICER
INSTITUTIONAL SERVICES**

Thomas Wright
Secretary, Nora Fernandez

**CHIEF DEPUTY PROBATION OFFICER
FIELD SERVICES**

Bill Daniel
Secretary, Karen Zienke

**CHIEF DEPUTY PROBATION OFFICER
SPECIAL SERVICES**

Greg Ronald
Secretary, Mary McDermid

JUVENILE HALL

Director, Steve Sentman
Secretary, Adina Bercaru
Division I – Staff Scheduling, Receiving Units, Court Holding Rooms
Assistant Division Director, Brian Johnson
Division II – Boys Detention Units
Assistant Division Director, Bryan Prieto
Division VII – Boys Detention Units, Facility Maintenance, Food Services/Supplies
Assistant Division Director, David Burnham

JUVENILE HALL

Director, Monica Gallagher
Secretary, Jennifer Carlin
Division III – Girls Detention Units
Assistant Division Director, Stacey McCoy
Division IV – Institutional Security, Behavioral Removal Unit, Boys Sex Offender Units
Assistant Division Director, Vacant
Division V – Weekend Work Program, Inter-Institutional Transportation, Alternatives to Confinement, Detained Minors Assessment Unit
Assistant Division Director, Cora Nichter
Division VI – Maximum Security Units, Lacy Juvenile Amex
Assistant Division Director, Vacant

LOS PINOS CONSERVATION CAMP

Director, Connie Muckenthaler
Office Supervisor, Lori Moyer
Non-secure Residential Treatment – Co-ed
Assistant Division Director, Ed Harrison

YOUTH GUIDANCE CENTER

Director, Kathy Goto
Secretary, Susan Downs
Breakthrough Program, ASERT Program, Girls STEP Program
Non-secure Residential Treatment – Co-ed
Assistant Division Director, Ronnie Bassett

JOPLIN YOUTH CENTER

Director, Joe Salcido
Office Supervisor, Erica Lopez-Salazar
Non-secure Residential Treatment – Boys
Assistant Division Director, Kim Igarta

YOUTH LEADERSHIP ACADEMY

Director, Shawn Small
Office Supervisor, Vacant
Non-secure Residential Treatment – Co-ed
Assistant Division Director, Robert Rangel

ADULT SUPERVISION DIVISION

Director, Jeff Corp
Secretary, Mary Flynn
North, West, Central,
South County Field Offices

JUVENILE SUPERVISION DIVISION

Director, Mack Jenkins
Secretary, Judy Moses
North, West, Central, South County Field Offices,
Placement, Juvenile Drug Court

ADULT COURT DIVISION

Director, Micheal Collins
Secretary, Melissa Matrangola
Courtesy Supervision, Interstate Transfers, Investigation,
County Parole, Child Support/Welfare Fraud Unit,
Resident Probation Officers, Adult Intake,
Adult Drug Court, Proposition 36/PC 1210 Units

JUVENILE COURT DIVISION

Director, Darlyne Pettinicchio
Secretary, Aida Sanchez
Investigation, Custody and Non-Custody Intake, Juvenile Admin,
Diversion, Juvenile Court Officers,
Juvenile Identification and Case Planning

SPECIAL SUPERVISION DIVISION

Director, Dallas Stahr
Secretary, Sierra Kennedy
K-9 Narcotics Detection, Special Enforcement,
Gang Violence Suppression,
Adult Sex Offender Supervision,
Domestic Violence Supervision,
Supervised Electronic Confinement,
Adult Admin, Dispatch

LEGISLATIVE & PUBLIC AFFAIRS

Manager, Vicki Mathews

ADMINISTRATIVE & FISCAL DIVISION

Director, Frank Kim
Fiscal Manager, Lorna Winterrowd
Contracts Manager, Lala Ragen
Secretary, Olga Echevarria
Accounting, Collections, Facility Operations, Purchasing,
Records, Payroll, Budget, Grants Management,
Property Control, Office Support, Contracts, Forms Control

PROGRAM DIVISION

Director, Sean Barry
Secretary, Rita Roberts
Youth & Family Resource Centers (8% program),
Resource/ Batterer's Treatment Program Monitoring, Grant Support
Assistant Division Director, Don Beezley
PCAA, Data Systems Operations

DATA SYSTEMS DIVISION

Director, Dan Burt
Office Specialist, Mary Ann Strossner
Software Development, Network Operations,
AS/400 Operations, PC Support

HUMAN RESOURCES & TRAINING DIVISION

Director, Donna Inouye
Secretary, Melodina Santos
Recruitment, Background Investigation, Employee Relations,
Classification, Subpoena Processing
Assistant Division Director, Todd Graham
Training, Volunteer Services (GAO)
Assistant Division Director, Jim Belter

RESEARCH DIVISION

Manager, Dr. Shirley Hunt
Secretary, Maureen Dumas
Program Development and Evaluation,
Statistical Trend Analysis, Department Outcome Measurement,
Institutional & Caseload Projections

Effective April 14, 2006



Clockwise from top left, Chief Colleene Preciado, CDPO Greg Ronald, CDPO Bill Daniel, and CDPO Tom Wright. Center: Probation's Executive Management team.

MANAGEMENT TEAM

The Chief Probation Officer and three Chief Deputy Probation Officers make up the Orange County Probation Department's Executive Management (EM) team. This team is located at the department's administrative offices at 1535 E. Orangewood in Anaheim. They are all peace officers with a combined total of 125 years of probation experience and an average of 31 years each. Working cooperatively, they evaluate budget, resources, services, laws, legislation, county/state/federal initiatives, etc., to ensure an effective delivery of the highest value of services to the residents of Orange County. Each EM member has many collaborative relationships outside the agency that increase the department's ability to accomplish its mission through partnerships with law enforcement, the Health Care Agency, the Social Services Agency, and others.

Executive Management, the fifteen Division Directors, one Division Manager (Research), three Managers (Contracts, Fiscal and Legislative/Public Affairs), and fourteen Assistant Division Directors make up the broader **Management Team**. This broader team participates in annual two-day Strategic Planning Retreats plus quarterly half-day Strategic Planning Sessions to discuss future directions and coordinate activities of the Probation Department. Various standing committees and task forces made up of subordinate staff ensure information, planning, and solutions represent the broader perspective of all Probation employees.

RESPONSIBILITIES OF MANAGEMENT TEAM MEMBERS

CHIEF PROBATION OFFICER

Chief Probation Officer - Colleene Preciado

Colleene Preciado is responsible for the overall direction, administration, and coordination of the operations and programs of the Probation Department, including the County's juvenile correctional institutions. These activities are carried out under the administrative direction, fiscal policy, and priority determination of the Board of Supervisors, and under the functional direction and guidance of the Courts in accordance with their legal responsibilities. In her role as Chief, she is active in a number of state and local organizations that impact policies and funding, such as the Chief Probation Officers of California, Orange County Criminal Justice Coordinating Council, and chair of the Orange County Juvenile Justice Coordinating Council.

CHIEF DEPUTY PROBATION OFFICERS

The Probation Department is operated and managed in three key service areas: Institutional Services, Field Services, and Special Services. A Chief Deputy Probation Officer is responsible for directing one of the three key service areas.

Chief Deputy Probation Officer – Institutional Services (Tom Wright)

Tom Wright provides oversight and direction for the five county juvenile correctional facilities operated by the Probation Department. These facilities operate 24 hours per day, 7 days a week and must meet stringent guidelines established by the California Corrections Standards Authority. In addition to the facilities, CDPO Wright is also in charge of programs that provide alternatives to confinement.

Chief Deputy Probation Officer – Field Services (Bill Daniel)

Bill Daniel is responsible for five very distinct operational divisions: Juvenile Court, Adult Court, Adult Supervision, Juvenile Supervision, and Special Supervision. The two main focuses of this service area are (1) assisting the Criminal and Juvenile Courts to make well-informed decisions and (2) monitoring and providing services to adult and juvenile probationers residing in the community.

Chief Deputy Probation Officer – Special Services (Greg Ronald)

Greg Ronald is responsible for providing primary support services for the department's overall operation. The operational divisions in his service area are Administrative and Fiscal, Program, Data Systems, Human Resources and Training, Research, and Legislative/Public Affairs. Also included in this service area are the volunteer programs, Probation Community Action Association, and the two Youth and Family Resource Centers.

DIVISION DIRECTORS/MANAGERS

The department has fifteen highly trained Division Directors and one Division Manager with a combined total of 346 years of experience with the Probation Department. Twelve Directors are peace officers with an average of 25 years' experience each. They have a total of 302 years of experience, with 146 years in Institutional Services and 156 years in Field Operations. The remaining three Directors and one Manager are assigned to large professional support functions, which include Administrative and Fiscal Services, Human Resources/Training, Data Systems, and Research. They have a total of 44 years' experience with the Probation Department, with an average of 11 years. Each Division Director/Manager has responsibility for the operation of one of the Probation Department's major divisions or correctional facilities (refer to the Organizational Chart for a complete list) and reports to one of the three Chief Deputy Probation Officers.



From left, Directors Mike Collins, Dan Burt, Manager Shirley Hunt, Directors Jeff Corp, Monica Gallagher, Dallas Stahr, Donna Inouye, Sean Barry, Connie Muckenthaler, Steve Sentman, Darlyne Pettinicchio, Mack Jenkins, Kathy Goto, Frank Kim, and Joe Salcido at the 2006 Strategic Planning Session.

ASSISTANT DIVISION DIRECTORS

Assistant Division Directors (ADDs) are peace officers who assist the Directors in the management and operation of a division or juvenile institution. They act for the Directors in their absence and participate in department-wide planning efforts. During evenings and weekends, they serve as the department's administration, in charge of responding to all calls from the juvenile institutions for policy and procedure implementation. ADDs play a critical part in linking the department's business goals to day-to-day operations and overseeing the development and accomplishments of line supervisors and staff in relation to business-stated objectives.



From left, ADDs Ed Harrison, Stacey McCoy, Brian Johnson, Cora Nichter, Tom Hinkle, Shawn Small, Kimo Igarta, Robert Rangel, Manager Lala Ragen, ADDs Todd Graham, David Burnham, Jim Belter, Manager Kellie Aumond, and ADD Bryan Prieto at the 2006 Strategic Planning Session.



LMC members pictured clockwise from top left, Directors Darlyne Pettinicchio and Steve Sentman, DJCO Sean Sargeant, DJCOs Rudy Zamudio and Robert Gibson, and SJCO Jim Arkyns. Center: Members at one of their monthly meetings.

LABOR MANAGEMENT COMMITTEE

MEMBERS

Jim Arkyns	Supervising Juvenile Correctional Officer
Mary Davis	Employee Relations Manager, OCEA
Denise Dilts	Deputy Probation Officer
Frank Flavin	Deputy Juvenile Correctional Officer II
Helene Fowler	Deputy Probation Officer
Jeff Gallagher	Deputy Juvenile Correctional Officer II
Todd Graham	Assistant Division Director
Monique Malbrough	Deputy Probation Officer
Ron Nichols	Senior Accountant Auditor II
Denise Parker	Deputy Probation Officer I
Brad Perkins	Deputy Juvenile Correctional Officer II
Darlyne Pettinicchio	Division Director
Bryan Prieto	Assistant Division Director
Lala Ragen	Administrative Manager I
James Riley	Supervising Probation Officer
Aida Sanchez	Secretary II (Secretary to LMC)
Sean Sargeant	Deputy Juvenile Correctional Officer II
Connie Schonert	Deputy Probation Officer
Steve Sentman	Division Director
Claudette Seto	Office Supervisor
Sandy Silverthorn	Information Processing Specialist
Michele Smith	Deputy Juvenile Correctional Officer II
Dallas Stahr	Division Director
Loretta VanderPol	OCEA
Raymond Yarbrough	Deputy Juvenile Correctional Officer II

KEY BUSINESS RESULTS

- LMC members continued to meet and engage in a cooperative partnership approach to address and resolve workplace issues. Although the goal is monthly meetings, due to contract negotiations, the committee members only met on two occasions during calendar year 2005.
- Committee members resolved seven workplace issues that were carried over from calendar year 2004. The committee continues to research five remaining issues in order to determine an appropriate resolution. All workplace issues are recorded on the committee's log for accountability purposes. Also, operational issues continue to be addressed and resolved at monthly LMC meetings.
- In calendar year 2005, members agreed to focus their efforts on getting "back to basics" to ensure that the issues discussed at monthly meetings remain within the MOU provisions that relate to the LMC process and ground rules. This agreement has been a benefit to existing and new members. Topics that were discussed during the two LMC meetings held in 2005 were the MOU provision addressing the LMC guidelines and a discussion on "Action: Eliminate negative communication from your interactions. Tied up in Nots?"

- Enhancing the vertical communication on LMC activities continued to be a priority for the LMC. Efforts to increase communication between employees and management included:
 - a. Communicating workplace resolutions to the originating employee who submitted the issue.
 - b. Posting past and current LMC minutes on the department's web site (**PROB-NET**) to enable all employees to access specific information on a particular topic or workplace issue.
 - c. Ensuring that new Workplace Issue forms and telephone numbers of LMC members are available on **PROB-NET**.
- LMC members were given the opportunity to provide input on the 2006 Business Plan.

BUSINESS PLAN TEAM

Colleene Preciado (Chief Probation Officer) directed the planning process and gave final approval of the Business Plan.

Greg Ronald (Chief Deputy Probation Officer, Special Services) provided immediate oversight and direction for development of the plan.

Bill Daniel (Chief Deputy Probation Officer, Field Services) and Tom Wright (Chief Deputy Probation Officer, Institutional Services) provided oversight and direction for information related to their service areas as well as final review of the overall Business Plan.

Diane Merritt (Supervising Probation Officer) was the project coordinator. She collected information from a broad range of Probation staff, compiled the information, wrote the overall plan, and assisted with the plan's design.

Division Directors Sean Barry, Monica Gallagher, Steve Sentman, Kathy Goto, and Joe Salcido provided information and assisted in the development of the plan relative to Institutional Services.

Division Directors Jeff Corp, Connie Muckenthaler, Mack Jenkins, Darlyne Pettinicchio, and Dallas Stahr provided information and assisted in the development of the plan relative to Field Services.

Dr. Shirley Hunt (Manager of the Research Division) and the Research Division staff compiled the data for the Outcome Indicators and the Profile of Active Supervision Probationers (Appendix F) and provided statistics reported throughout the plan.

Dan Burt (Director of Data Systems) and Tom Hinkle (Data Systems Operations Manager) developed the technology and automation portions of the plan.

Donna Inouye (Director of Human Resources and Training) provided information on staffing issues, employee development, training, volunteer services, and Appendix C (Labor Management Committee).

Frank Kim (Director of Administrative and Fiscal Services) and Lorna Winterrowd (Administrative Manager of Administrative and Fiscal Services) provided the financial information and budget analysis.

Mike Collins (Director of the Program Division) provided information on the Youth and Family Resource Centers, program support services, victim services, and the Probation Community Action Association.

Vicki Mathews (Victim Services Coordinator) and the Victim Services Strategic Planning Group provided direction and information for the victim services portions of the plan.

Tom Starnes (Administrative Manager I) assisted with graphics/formatting, provided technical assistance, and supplied the photographs. He and David Paredes (Forms Control) coordinated the printing process.

Olga Echevarria (Secretary) designed the format for the draft.

Elma Reyes (Office Specialist) assisted in the design and formatting of the draft and final printed product.

The Labor Management Committee reviewed the plan.



Probation Images

Clockwise from upper left: DPO Randy Gosselin training at Laser Village, DPO Joshua Roche crossing the finish line at the Baker to Vegas race, SPO Maria Neuburger and DPO Susan Chicas demonstrating fingerprinting, and SJCO Hassan Kahn conducting a tour of Juvenile Hall. Center: DPO Christina Flores working in her office.

YEAR 2005 ACCOMPLISHMENTS

Goal #1:

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

- Expanded the use of voice recognition technology and the related operational support requirements to increase clerical efficiency and speed the preparation of court reports. Some 32 deputies in the Adult and Juvenile Investigation Units were trained with the Dragon Naturally Speaking Software, laptop PCs were upgraded to improve the performance and efficiency of the software, new user training sessions were conducted, and upgrades to the Dragon software were purchased.
- Developed guidelines for drug offender interviews to help Adult Investigators identify the different factors that influence their behavior so the Court has the maximum amount of useful information in making sentencing decisions. Interview guidelines for sex offenders, domestic violence offenders, and repeat DUI offenders are also being developed.
- Ensured new adult drug court cases are seen immediately upon being sentenced to Drug Court to engage the offender as quickly as possible and try to reduce the number of warrant cases.
- Developed stronger working relationships with law enforcement to address Proposition 36/PC 1210 warrant cases by making a presentation to the Orange County Police and Sheriff's Association and implementing a warrant information system to get warrant information promptly to local police agencies.
- Obtained a verbal agreement with the District Attorney's Office and the Sheriff's Department to ensure the prompt return of any probationer ordered back to Orange County to comply with changes in the Interstate Compact, which governs the travel, movement, and supervision of adult probationers between states. All adult officers have been required to attend the department's four-hour Interstate Compact training class that was revised to reflect the changes.
- Reorganized the Juvenile Non-Custody and Diversion functions to become more effective in providing the appropriate level of service to first-time offenders. By combining the two functions, the department has been able to reduce caseloads, more appropriately evaluate the cases, and provide appropriate sanctions to divert cases from entering into the Juvenile Justice System.
- Continued to assist the Courts by providing thorough investigations of criminal/delinquency cases and completing required reports on time. For

DJCO Marc Avila books a girl into Juvenile Hall at the intake station.

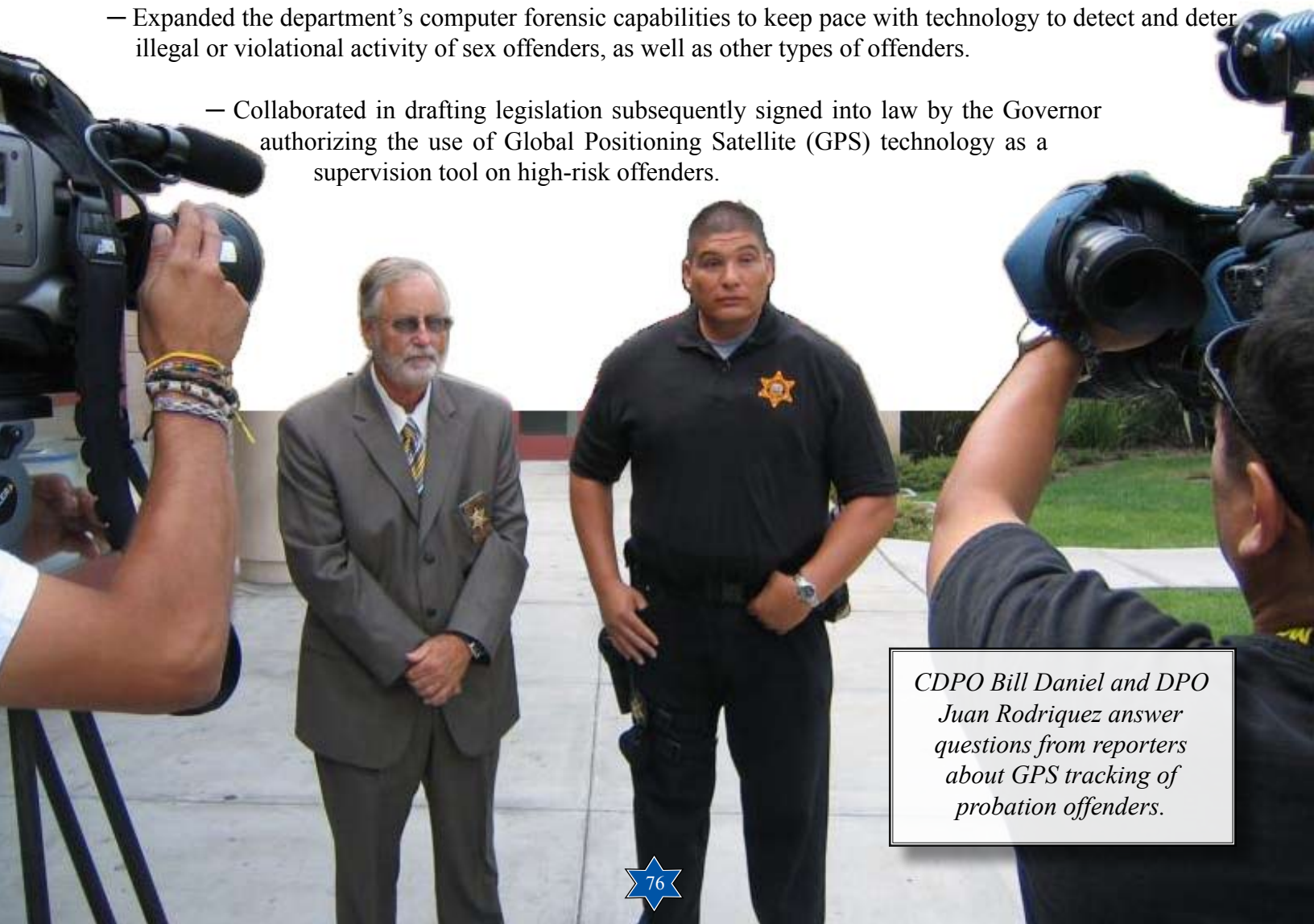
the fiscal year, Adult Investigation completed 985 reports, 100% of which were submitted on time. Juvenile Investigation completed 4,765 reports for the fiscal year, 98% of which were on time.

Goal #2:

Provide protection to the community by managing Orange County's adult and juvenile probation population.

FIELD OPERATIONS

- Increased community safety through enhanced supervision of high-risk sex offenders.
 - Collaborated with Immigration and Customs Enforcement to identify and remove offenders in violation of immigration law who pose a serious risk to the community through the commission of sex offenses.
 - Worked with the Department of Justice Sexual Predator Apprehension Team (SPAT) by committing deputy resources and working to establish an MOU to enhance services in Orange County.
 - Chaired the Orange County Center for Sex Offender Management Committee and continued to work collaboratively with treatment providers, polygraph examiners, Social Services, the District Attorney, law enforcement, and other agencies to maintain the best practices containment model in the supervision and treatment of sex offenders.
 - Expanded the department's computer forensic capabilities to keep pace with technology to detect and deter illegal or violational activity of sex offenders, as well as other types of offenders.
 - Collaborated in drafting legislation subsequently signed into law by the Governor authorizing the use of Global Positioning Satellite (GPS) technology as a supervision tool on high-risk offenders.



CDPO Bill Daniel and DPO Juan Rodriguez answer questions from reporters about GPS tracking of probation offenders.

- Provided community education on Megan’s law and issues related to sex offenders.

- Successfully increased the participation of Probation cases in the Wraparound Program, a collaborative program with the Social Services Agency and Health Care Agency, to individually tailor resources to families in jeopardy of having a child removed from the home and placed in foster care.

- Continued to implement automated processes and expand technology to enhance the effectiveness of probation supervision operations.

- Implemented the Automated Juvenile Placement System with automated forms in September 2004 to monitor and track the status of each placement case, maintain placement-related information, and comply with state reporting requirements.

- Commissioned the Adult Supervision Electronic Forms Project to coordinate the development, acceptance testing, and implementation of electronic versions of the numerous case-supervision-related forms. Some 22 forms have been identified and are in various stages of development, acceptance testing, and use.

- Continued project development on the Automated Risk/Needs Assessment and Case Plan Project. Risk/Needs implementation began mid-November 2005, and by the end of the year, some 80 users had been trained and approximately 1,000 assessments had been completed using the new software.

- Made revisions to the Client Management System (CMS) to automatically track and update DNA collection information required by new legislation (Proposition 69).

- Conducted a feasibility study to evaluate the development of an Electronic Field Book to replace the manual paper-based field book currently utilized by field officers. The study validated that it would be feasible and a valuable tool to assist officers in conducting field supervision activities. The project is now under way and should be completed by the end of FY 05-06.

- Successfully implemented document imaging for all new adult financial cases received since January 2004 to greatly enhance the flow of information to the supervision deputies and serve as a foundation for Integrated Case Management. The department is investigating alternatives for cost-effective storage of this electronic data.

- Began scanning and indexing closed adult case files to free shelf space and establish an electronic document repository for the department’s

Case Study: Cindy

Cindy and her siblings live with their 79-year-old great-grandmother. Her father is a recovering alcoholic, and her mother has mental health issues and substance abuse problems. Both parents have been in and out of Cindy’s life. Another grandmother has a history of prescription drug abuse and has been diagnosed with multiple-personality disorder. Cindy was sexually molested at the ages of three and nine by two different male relatives. She has a history of truancies, stealing, damaging property, using illegal drugs, self-mutilation, and violent outbursts. She was prescribed psychotropic medication, but refused to take it. Her great-grandmother telephoned the Deputy Probation Officer frequently to verbalize her frustration and suggest Cindy be permanently removed from the home. Cindy and her family were referred to the Wraparound Program to try and resolve the problems and prevent a foster care placement. Cindy was assigned an adult female mentor, and weekly meetings were held in the home to assist the family. She has been in the program for ten months and shown tremendous progress. Cindy is now drug free, completes her assigned schoolwork, takes her medication, and participates in therapy and the Wraparound Program. There have been no more incidents of violence or suicidal behavior. Cindy’s great-grandmother is pleased with her positive improvement and feels that the Wraparound team has greatly helped her family. Wraparound services with the family will continue to maintain the progress that has been made.

WRAPAROUND PROGRAM

Through collaboration and an increased focus on delinquent youth, participation by Probation wards in the County’s Wraparound Program rose from nine in 2004 to 78 in 2005, a significant increase in the number of probation youth and their families receiving intensive services to prevent out-of-home placement.

legally required storage of records. Some 3,000 case files have been scanned and indexed to date.

- Began preliminary analysis and evaluation on the implementation of OnBase document imaging for certain juvenile and parental case files with the goal of developing an automated workflow and paperless case files for financial documents and processes for both adult and juvenile cases.
- Ensured continued quality services and demonstrated program effectiveness at the two remaining Youth and Family Resource Centers (YFRCs).
 - Evaluated the YFRC program outcomes as required annually for the Corrections Standards Authority. Long-term recidivism follow-up on the original 8% Early Intervention Program study youth is also being conducted. Results from the most recent analyses by the Research Division continue to support the program's effectiveness in reducing recidivism for the 8% younger youth in particular.
 - Enhanced collaborative relationships through the intensified use of the Inter-Agency Management Committee, with all program managers meeting monthly to identify and solve program problems and areas of concern.
 - Maintained smaller deputy caseloads through careful caseload management and continued attention to alternatives, allowing more integration into the on-site programming and focus on the successful transition of cases not attending the site each day.
 - Significantly increased the daily YFRC attendance due to the conscientious work of program staff.

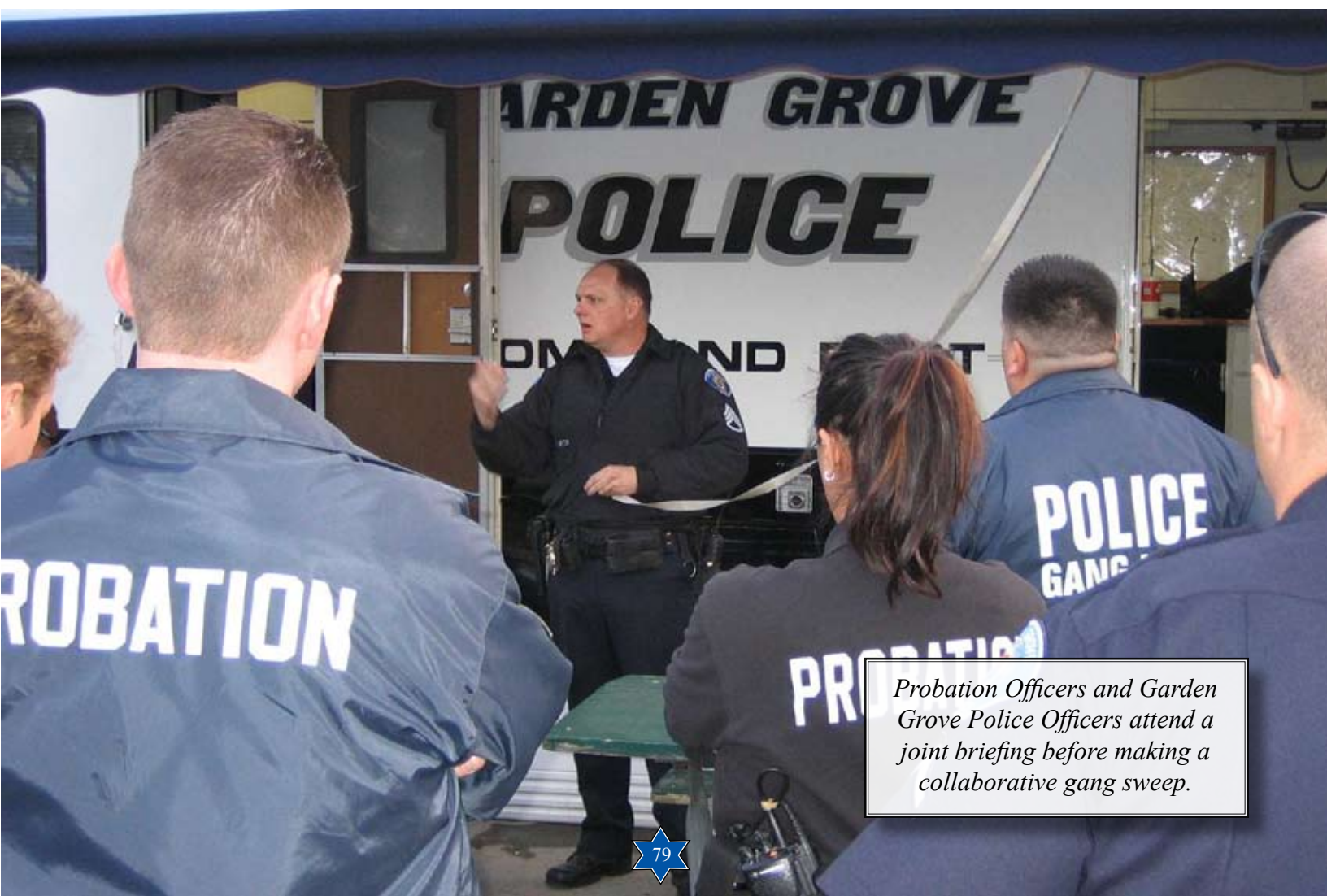


Juveniles from a Youth and Family Resource Center help other volunteers prepare meals for local homebound AIDS patients. Community service is a component of The Balanced Approach to make reparation to the community as part of offender accountability.

- Continued to seek restoration of the four regional Youth and Family Resource Centers that were closed due to budget reductions (County Strategic Priority) by exploring opportunities to re-establish funding through internal or external mechanisms. Efforts will continue during the coming year.
- Expanded the department's Community Resources Unit to better monitor services and investigate complaints of sex offender and domestic violence treatment providers to ensure appropriate services at a reasonable cost are available for probationers ordered by the Court to attend these programs.

The goal of batterer's programs is to stop domestic violence, and the law requires the programs to contain specific components. The Court shall only refer defendants to batterer's programs that have been approved by the probation department. 1203.097 (c) (1) - (2) PC

- Provided specialized supervision for juvenile probationers who are sex offenders, substance abusers, and at risk of out-of-home placement.
- Completed the first workload study of the Proposition 36/PC 1210 caseloads; final results are pending. The department also plans workload studies of regular adult and juvenile caseloads once the automated Risk/Needs assessment is implemented, but is evaluating the option of contracting out for those studies instead of conducting them in-house.
- Continued collaborative efforts to suppress gang violence by working collaboratively with the District Attorney and cities to intensify commitment to gang violence suppression objectives and by committing additional resources for gang violence suppression in the cities of Tustin, Anaheim, and Santa Ana.



Probation Officers and Garden Grove Police Officers attend a joint briefing before making a collaborative gang sweep.

- Enhanced and strengthened relationships with other agencies to facilitate the highest quality of supervision and services for probationers.
 - Collaborated with the planning and implementation of the Family Court Services “Safe Havens” grant to provide supervised visitation and safe exchange of children whose parents are involved in domestic disputes.
 - Assisted with the planning and implementation of the Superior Court “Safe and Bright Futures for Children Initiative” grant, a two-year collaborative effort of multiple agencies to develop and recommend a comprehensive and sustainable system to identify and provide protective services for children who are exposed to domestic violence.
 - Participated in the Proposition 63 Mental Health Service Act Steering Committee and many of the workgroups.
 - Assisted school districts in reducing truancy by serving on 18 different school district School Attendance Review Boards (SARBs).
 - Partnered with local law enforcement to monitor compliance with probation terms and conditions.
 - Continued to work closely with the Social Services Agency to ensure Orange County is meeting the requirements of AB 636, particularly the System Improvement Plan.

INSTITUTIONAL SERVICES

- The five juvenile institutions provided a total of 264,854 bed days of treatment and education in FY 04-05 for youth being detained or serving commitments.
- Completed new construction at Juvenile Hall that provided a new 1,700-square-foot state-of-the-art library and four new classrooms.



Two residents look through the ever-growing selection of books at the new library in Juvenile Hall.

- Continued to implement automated processes and expand technology to enhance the effectiveness of probation institutional operations.
 - Identified application requirements and developed technical systems specifications to automate the Juvenile Court Work Program (JCWP).
 - Awarded a contract to replace the in-house developed software with a new network-based scheduling product for use in scheduling of institutional staff and assigning overtime. Implementation is planned during the spring of 2006.
 - Initiated a video conferencing pilot project within the institutions, referred to as “Doc-In-A-Box,” to enable medical assessments of in-custody wards via video conferencing to speed the treatment process and reduce the travel requirements.
- Conducted a trends analysis of the female commitment population over several years and provided those results to the Institutional Directors for their program planning.
- Provided 60 additional secure female beds at Juvenile Hall with a \$4.8 million construction grant and 28 non-secure beds at Los Pinos. Provided gender-specific training for staff to better prepare them for working with this population.
- Hosted a training seminar for Probation, Department of Education, and Health Care Agency staff who work with Special Education minors in the institutions and provided three self-contained classrooms at Juvenile Hall for Special Education minors to receive individual instruction and attention.
- Met monthly with the Resources and Development Management Department - Facility Operations to develop a Master Maintenance Plan for ongoing repair needs, major replacements, and reconstruction of Probation’s juvenile correctional facilities. Completed a 10-year Master Renovation Plan for Los Pinos to include seismic retrofitting and energy-saving improvements.
- Continued to participate in collaborative meetings to identify needs that can be funded by the Mental Health Services Act (Proposition 63). Probation is seeking funding for treatment resources and transitional services for severely emotionally disturbed detained minors.
- Continued to plan for immediate and future bed space and programming requirements through regular management review of demographic trends in the institutional population.
- Continued to participate in a multi-county work group to explore the future use of a regional facility in Riverside to house seriously emotionally disturbed youth.

Goal #3:

Assist crime victims by presenting their interests to the Courts and providing support services.

- Created and provided informational brochures for victims that explain the process for collection of restitution in both the adult and juvenile systems.
- Facilitated financial recovery for victims by out-stationing Collection Officers to work in close proximity to field deputies and by improving the flow of initial adult case information to Collection Officers through integration and the use of document imaging.

- Responded in a timely manner to every written request for information received from victims following the distribution of the annual Victim Satisfaction Survey and to all telephone inquiries received over the Victim Services Hotline.
- Increased awareness of victims' needs and services available to victims through the Victim Services Coordinator's attendance at numerous seminars and conferences relating to victim services and participation at meetings with Assemblyman Spitzer regarding victims.
- Continued to discuss the status of victim services and provide opportunities for the various areas in the department to identify service improvements related to victims through meetings of the Victim Services Strategic Planning Group (VSSPG).
- Completed the 2004 Victim Satisfaction Survey report, which was reviewed by the VSSPG for identifying areas to target for improvements. The 2005 survey was conducted during the late fall, and those results will be analyzed and reviewed by the VSSPG in early 2006.
- Continued to provide victim awareness education programs at the YFRCs. Victim awareness presentations are part of the on-going curriculum at the YFRCs, and deputies ensure restitution and other financial responsibilities for victims are addressed as part of the juveniles' case plans.
- Continued to evaluate the needs of distinct populations and assist with the development of appropriate services. Research staff prepared information on domestic violence probationers for program staff and also on juvenile sex offenders for a federal grant proposal. Research staff has worked closely with the Juvenile Placement Unit to compile information on placement cases for state-required reporting purposes.

If an adult is convicted of domestic violence and granted probation, the terms of probation must include a minimum of 36 months probation, a protective order for the victim, notice to the victim of the disposition of the case, booking within one week of sentencing, a \$200 minimum payment to domestic violence special funds, successful completion of a batterer's program, compliance with all probation requirements, performance of community service, and completion of additional sessions if the batterer's program recommends it. 1203.097 (a) (1) - (9) PC

Department-wide accomplishments encompassing all three goals.

- Ensured new technology provided the most operational benefit by providing oversight of key automation projects through the department's Integrated Case Management Steering Committee and Project Management Group.
- Assigned an Assistant Division Director to fill the position of Data Systems Operations Manager to serve as a single point of contact for operations issues in the development phase of new data systems projects. This staff position ensures that the technology adopted by the Probation Department is the most beneficial to the operation of the department and fits into an overall plan of development. This position provides a vital connection between the Data Systems Division and the operations staff in the identification, definition, planning, training, and implementation of all Probation IT projects.
- Developed cadres of end users for automation project development from inception through requirements definition, scope of work development, testing, and subsequent user training to ensure more efficient conversion to new automation systems.
- Submitted a Workforce Planning document to review the current management structure of the Data Systems Division based on the increasing critical and technical complexity required of each function of the division. An analysis of the duties, responsibilities, span of control, and technical competencies required in the current and planned IT technical and support environment within the department is under way, and recommendations regarding the IT structure were presented to Executive Management in September 2005.
- Continued to upgrade Probation's technological infrastructure to ensure ongoing compatibility with collaborative state, county, and local agencies (County Strategic Priority) by working closely with the CIO/IT organization and other criminal justice agencies to ensure that the infrastructure is in place or planned. The department continued to work with the Integrated Law and Justice (ILJ) consortium on the implementation of the "COPLINK" application.



ADD Tom Hinkle, Systems Operations Manager (left), and Data Systems Director Dan Burt work closely together to ensure that technology adopted by the Probation Department is the most beneficial to the operation of the department.

- Continued to develop electronic forms for numerous department functions in concert with established priorities.
- Converted much of the Administrative and Fiscal Division's day-to-day operations to be electronic rather than paper-driven. Improvements have impacted the entire department, especially pertaining to speed and accuracy of document movement, location, and access controls.
- Probation successfully implemented a new program with the California Franchise Tax Board (FTB) to assist with recovery of court-ordered fines, fees, and penalties incurred by probationers. Partnering with the FTB brings the additional resources of the State of California to bear on collecting debt owed the County that might otherwise not be recovered. In the first nine months of operation, the program has added more than \$600,000 to overall collections from clients.
- Continued to provide quality and meaningful training mandated by the State in spite of the loss of Standards and Training for Corrections (STC) funds since July 1, 2003. Expert in-house trainers were utilized as much as practicable, classes focusing on developing leadership throughout all ranks of the department were provided, and all office support staff and supervisors were required to attend a 16-hour Clerical Core Class module.
- Focused on three strategic planning initiatives during the year: Labor/Management Relations, Leadership Development, and Mission/Values.
 - Labor/Management Relations: Provided four-hour training sessions on the Meyers-Milius-Brown Act to all managers and supervisors regarding the rights of management /labor, the meet-and-confer process, and other relevant topics.
 - Leadership Development: Reviewed the Supervisory Core course curriculum with the participants of the last two core classes and modified it to address the participants' ideas for making the training more meaningful. Supervisory Core #8 was held in September 2005 which incorporated the modifications recommended by past participants. Future plans consist of developing a second-year curriculum that will provide supervisors with additional tools and techniques to utilize in their jobs. Created a department Leadership Library consisting of approximately 60 books, videos, and DVDs. Implemented a voluntary 360 Feedback System for supervisors and managers. Established a Mentor Program.
 - Mission/Values: Shared employee satisfaction survey results department-wide and formed project teams to address key issues. Posted the department's Mission, Values, and Ethics statements at key locations, including high-traffic and public areas. Efforts are under way to update and further define how the department's Mission and Values guide Probation employees' thinking and actions.
- Continued to place emphasis on succession planning efforts to effectively deal with the recruitment, hiring, training, and promotion of qualified staff. Extensive planning efforts were undertaken to develop key dates and succession planning strategies to ensure staffing levels continue to be maintained for all classifications.
 - Due to the opening of Unit Q at Juvenile Hall and Dorm 6 at Los Pinos, added emphasis was placed on the recruitment of qualified Deputy Juvenile Corrections Officer I (DJCO I) candidates to fill the vacancies created by the addition of new DJCO I and II positions. As of November 1, five Juvenile Counselor Core Courses had been conducted for a total of 123 new DJCO staff.
 - A Deputy Probation Officer recruitment was conducted, and an academy class consisting of 31 trainees began in August 2005.

- An Assistant Division Director recruitment was conducted to fill positions left vacant due to retirements. A total of five appointments have been made to fill these critical positions.
- Probation HR staff participates on a Countywide Recruitment Task Force (RTF) to develop successful measures for addressing vacancies created by retirements. The RTF creates a report with data provided by all agencies/departments that is presented to the Board of Supervisors on a regular basis. Work group members continue to meet in order to update the plan and pool their efforts to fill critical positions within all agencies/departments to ensure a talent pool is ready to address changing organizational needs.
- Created new classifications of Senior DPO and Senior DJCO to assist supervisors and assume greater responsibility in their work areas. A total of 12 Senior DPO and 28 Senior DJCO positions were created with implementation beginning in 2005 and continuing through 2006.
- Integrated all sworn staff identifiers into the Orange County Integrated Law and Justice Project (Electronic Subpoena System) which became operational July 2005. This system allows subpoenas to be delivered electronically directly to Probation staff through the Outlook System.
- Monitored possible factors that may be contributing to any downward trends in key outcome indicators from the 2000-01 baseline through the years up to 2004.
- Completed an employee satisfaction survey with 58% (821) of employees responding. Compared to an identical survey in 2000, Probation employees responding in 2005 were more positive in their responses than employees five years ago. Overall, the 2005 survey findings underscore the agency's strengths and identify areas where improvement is needed. An employee survey work group has been formed and is currently working on developing an action plan using the survey findings.

EMPLOYEE SURVEY COMMENTS

Probation conducted an Employee Survey in 2005 and received responses from 821 (58%) of its employees. Of those responding, 83% said they were satisfied with the Probation Department as their employer. The following sample comments have been reported verbatim from the survey.

High Satisfaction Comments

"I believe the Probation Department serves a vital role in the community and I am happy to be a part of it."

"I feel proud to provide a service to the community. I believe in our purpose and mission."

"The professionalism I have seen in this department is very exceptional."

"I like our Department and take pride in my job. We have a strong impact on the community and provide community safety and accountability. Furthermore we are able to impact offenders and help many to become more productive and less reliant on community resources."

Mixed Review and Improvement Comments

"A better career ladder within the Probation Department."

"Understand better how to become more promotable... and how the selection process works to ensure 'fair' consideration."

"Do a little incentive as a group. Taking an hour just to do a group discussion on how we could possibly improve things and have a brainstorm session..."

PROFILE OF ACTIVE SUPERVISION PROBATIONERS*

SEPTEMBER 30, 2005

	<i>Juveniles</i> (N=3,599)	<i>Adults</i> (N=5,050)
Gender		
Male	82%	79%
Female	18%	21%
Ethnicity		
White	28%	52%
Hispanic	61%	37%
Asian	4%	3%
Black	4%	4%
Other	2%	3%
Pacific Islander	<1%	1%
Indo-Chinese	<1%	<1%
Age at Initial Probation Assessment		
15 and younger	47%	---
16-17 years	43%	---
18-21 years	10%	20%
22-25 years	---	17%
26-30 years	---	15%
31-40 years	---	26%
41 years and older	---	22%
Substance Abuse (Drugs or Alcohol)		
No Problem	32%	16%
Occasional to Frequent Abuse of one or both	68%	84%
Initial Case Classification		
High	61%	77%
Medium	34%	22%
Low	5%	1%
Gang Affiliated (Juveniles Only)		
Yes	38%	---
No	62%	---
Current Supervision Region		
North	24%	12%
South	13%	7%
West	21%	13%
Central	20%	15%
Specialized (Gang, Drug Court, DV, Sex Off., Courtesy Sup., YFRC)	22%	28%
Proposition 36/PC 1210 Drug	---	25%
Initial Sustained Offense		
Felony	47%	92%
Misdemeanor	53%	8%
Initial Sustained Offense (Type)		
Felony:		
Person (e.g., robbery, assault)	16%	20%
Property (e.g., burglary, theft)	20%	17%
Drug	7%	48%
Other	4%	7%
Misdemeanor:		
Person	17%	3%
Property	21%	1%
Drug	5%	2%
Other	10%	2%

Source: NIC Profile/Outcome Database, Orange County Probation Research Department, October 2005

*This profile is a sample of active probationers representing the most at-risk population of offenders as defined by the NIC Model.

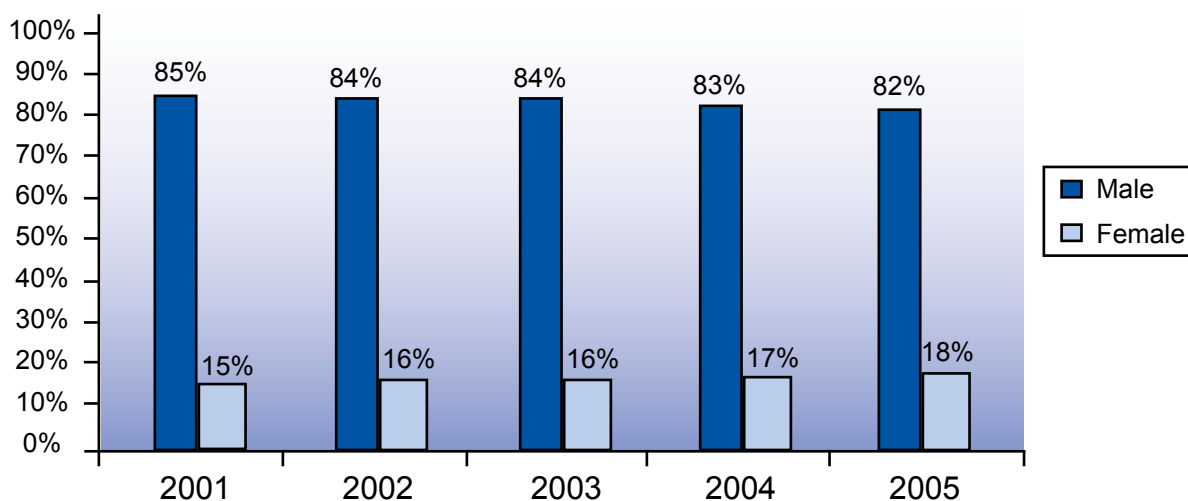
PROFILE OF ACTIVE SUPERVISION PROBATIONERS

FIVE-YEAR TRENDS

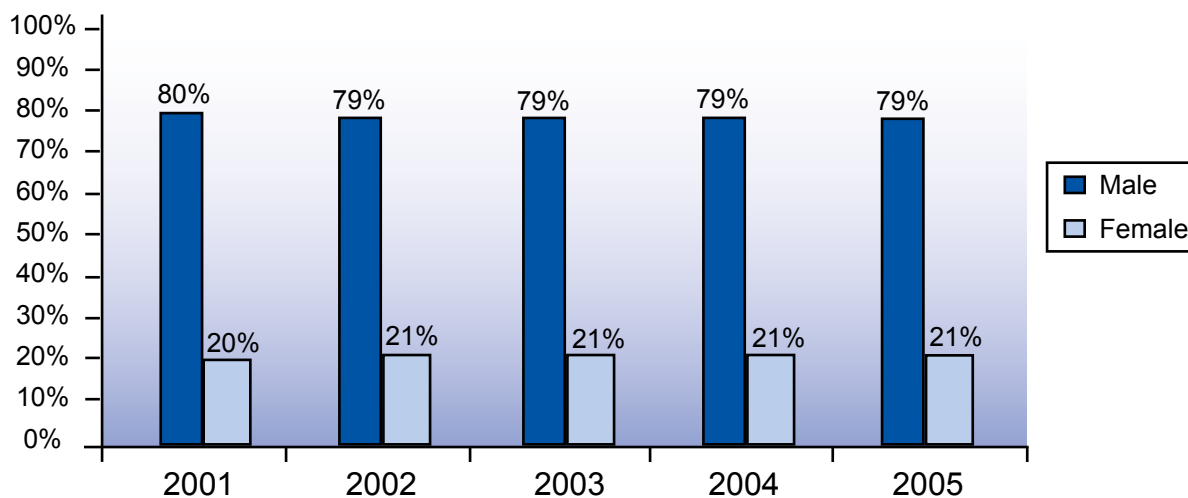
Gender

The five-year trends generally show little change in the distribution of the probationers by gender, although there is a very modest increase in the proportion of female juvenile probationers.

GENDER OF ACTIVE SUPERVISION JUVENILE PROBATIONERS

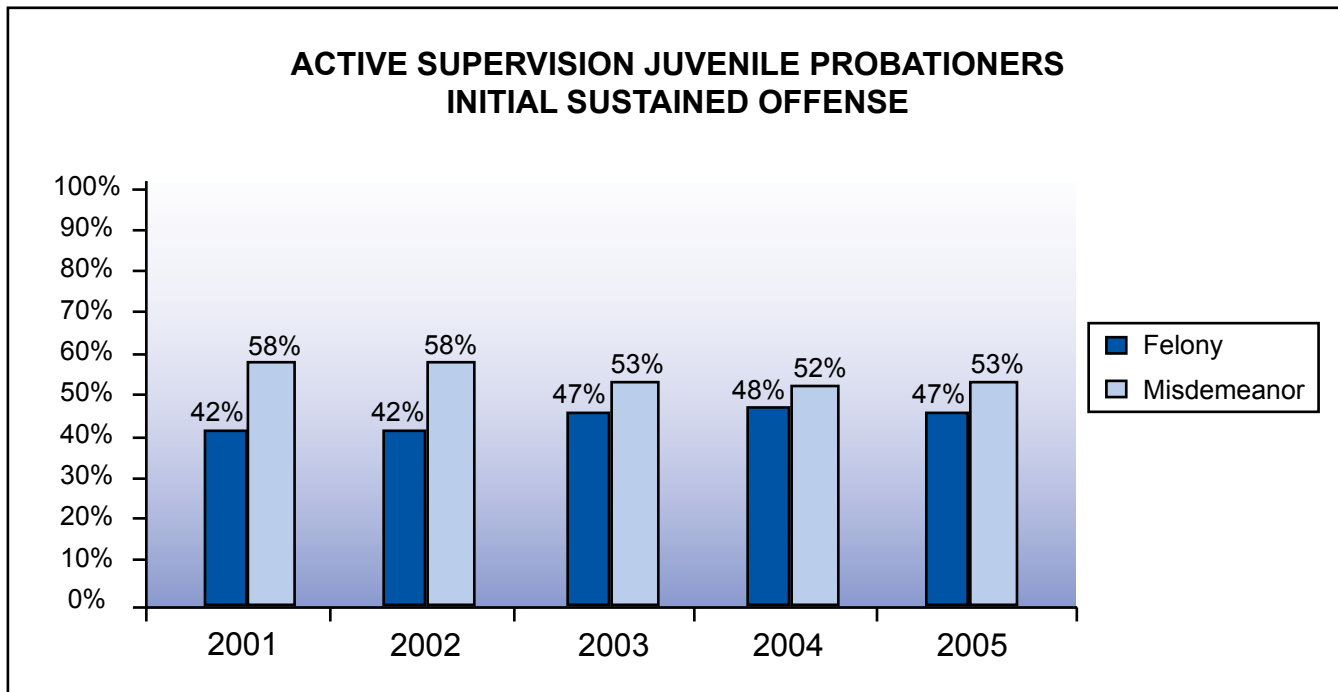


GENDER OF ACTIVE SUPERVISION ADULT PROBATIONERS

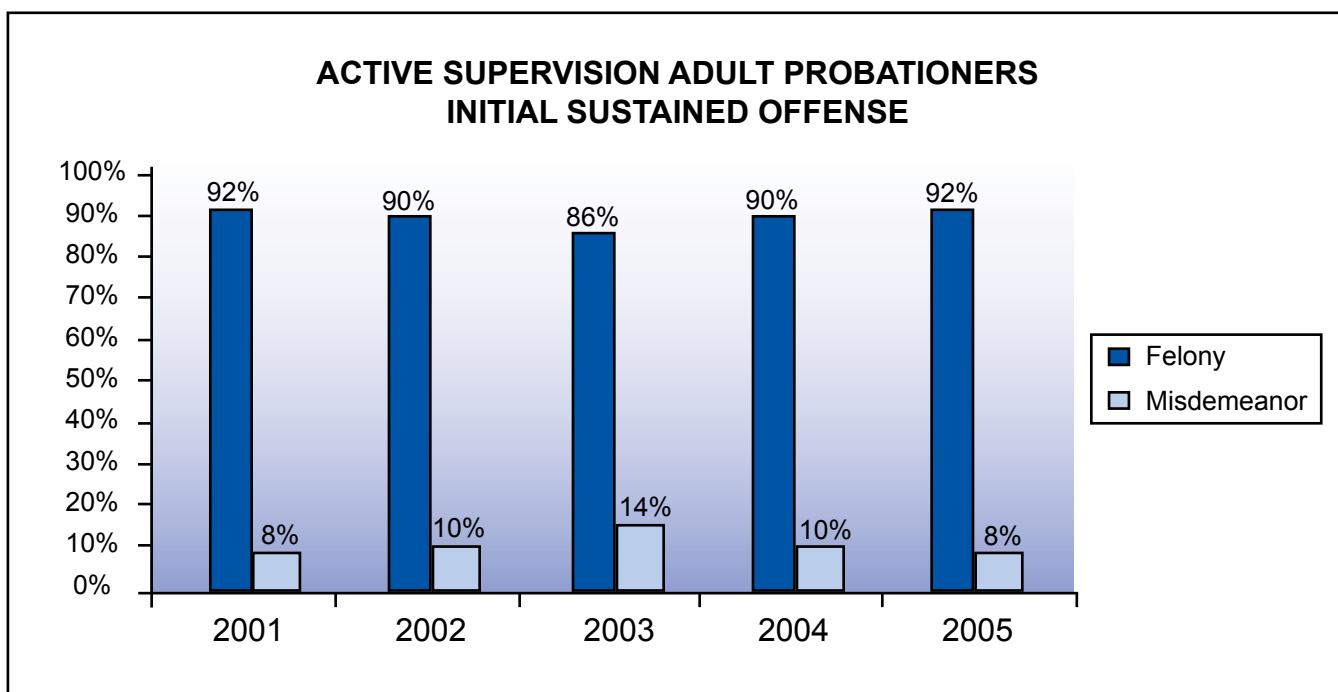


Initial Sustained Offense

The rising trend observed last year in juveniles placed on probation for a sustained felony offense appears to have stabilized at just below 50%.

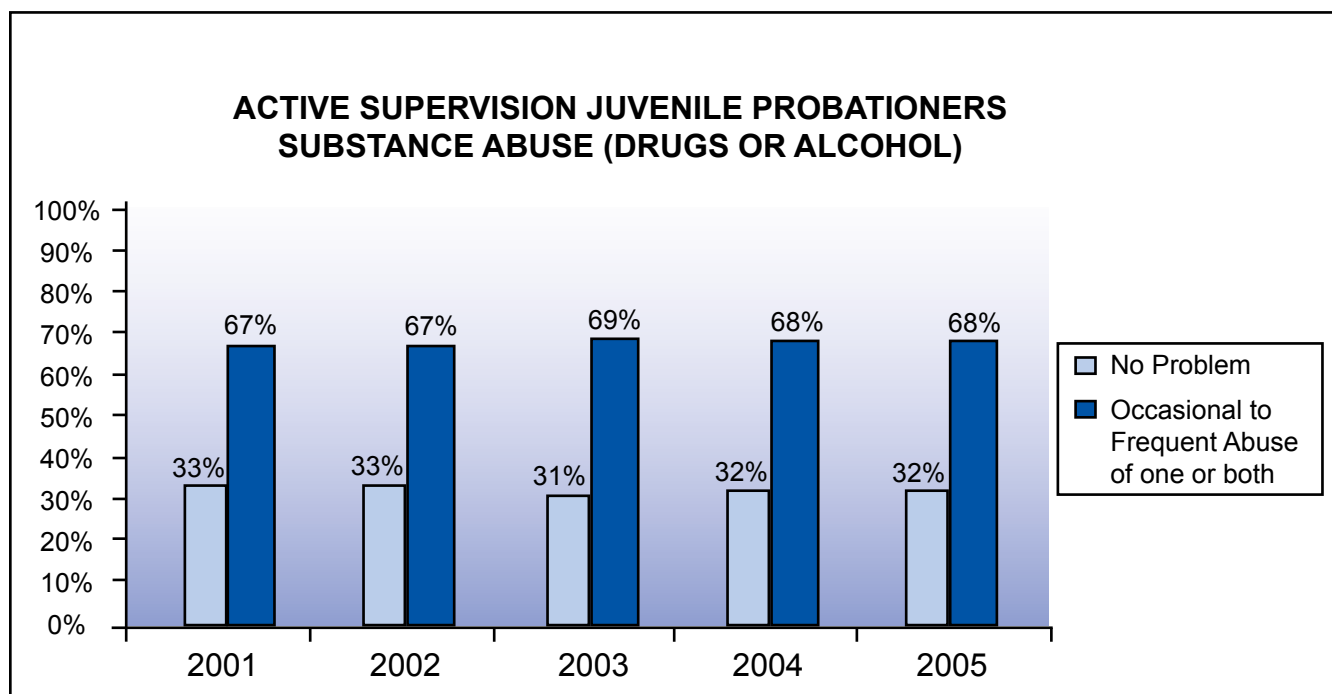


Among adults, the increase since 2003 in the proportion of probationers with an initial felony conviction is very likely a result of the change in sentencing for Proposition 36/PC 1210 probationers convicted of misdemeanors. These offenders are placed on informal probation to the court rather than formal probation under the supervision of the department.

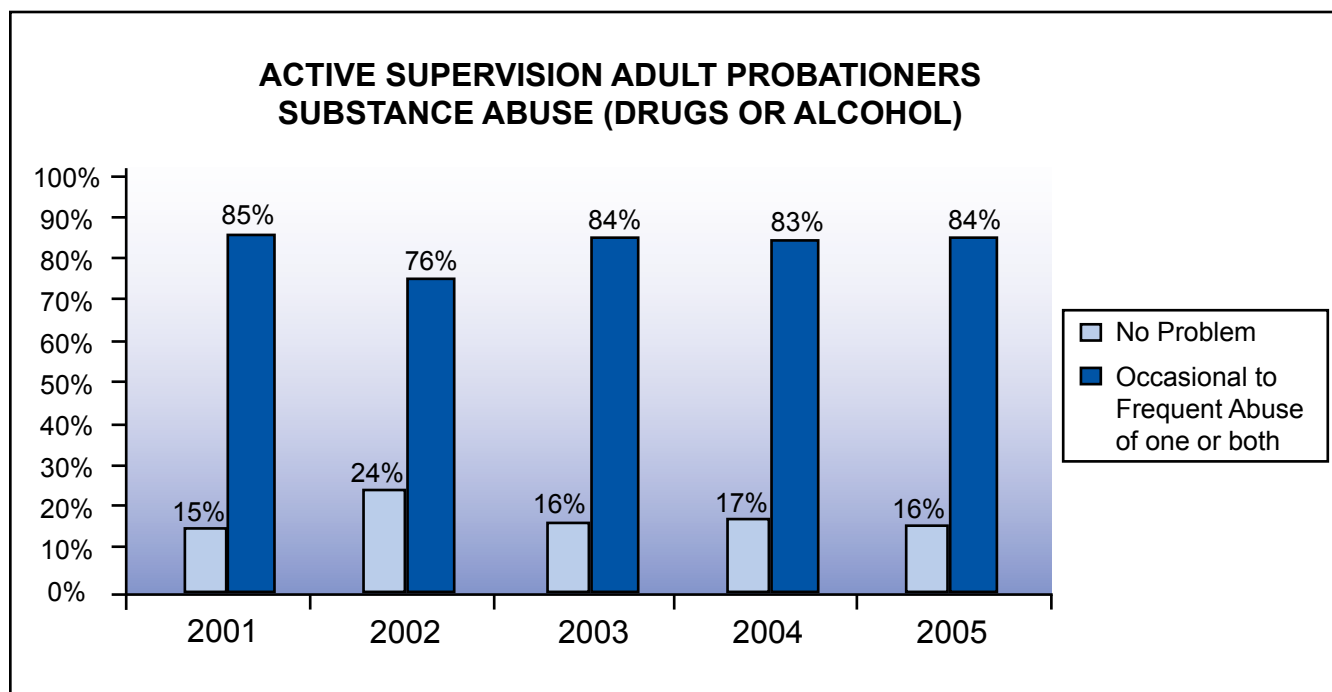


Substance Abuse Problem at Initial Assessment

The proportion of juvenile probationers assessed as having some level of substance abuse problem has remained relatively constant at approximately two-thirds of the active supervision population.



With the exception of 2002, the five-year trends reveal that over 80% of adult probationers are identified as having substance abuse problems.



JUVENILE INSTITUTIONAL SERVICES PROGRAMMING (*)

VOCATIONAL	PRO-SOCIAL LIFE SKILLS	CRIMINAL BEHAVIOR/RETORTATIVE JUSTICE	SUBSTANCE ABUSE	HEALTH	EDUCATION
JOB SEARCH How to fill out an app. Job preparedness Preparing a resume Interviewing skills Dressing for success Job barriers Maintaining a job Summer job opportunities CAREER/JOB CHOICES Trade schools Military/armed forces How to start a business U.S. Marshal Career Quest	PERSONAL Reaching your goals Life choices Respecting yourself Building self-esteem I am important/I can Don't sweat the small stuff Decision-making Self-control Ethical choices Telling the truth Virtues of patience Character education RELATIONSHIPS Establishing relationships Peer mediation Peer pressures/respect Dating pressures Families' influence/behavior Friendship EMANCIPATION/INDEPENDENT LIVING Budgeting your money Finances and savings Banking/checking accounts Establishing credit Filling out a rental agreement Exploring public transportation Obtaining documents SPECIAL PROGRAMS Values Curriculum Sail for Life (Team-building) Peer Mediation Color Guard Anger Management Cultural Diversity/Racism Rescuing & Fostering Puppies	CRIMINAL DETERRENCE Teen violence Kids killing kids The Law and Me Teenagers and guns Gangs/gang intervention Understanding hate crime Prison life (CYA) Teens in prison Death penalty Peer Court Gun control Violence in society RESTORATIVE JUSTICE Victim awareness education Project M.O.V.E. (assist developmentally disabled) Highway improvement Graffiti removal Lake Elsinore environmental cleanup Food Bank Red Cross volunteer Operation Santa Claus Inland Valley Food Drive Adopt-a-pet	DRUG EDUCATION Truth about drugs Drugs' deadly hold Drug addiction Relapse prevention SPECIAL TOPICS Designer drugs Heroin Speed Methamphetamines Smoking Marijuana GROUPS Alanon Alateen Narcotics Anonymous Alcoholics Anonymous MADD	GENERAL Proper hygiene Yoga Physical fitness Aerobics Organized sports/CIF Influence of exercise (physical/mental health) Total fitness SEX EDUCATION STDs Safe sex AIDS awareness Sex and pregnancy Sexual abuse Truth about sex TEEN PREGNANCY/PARENTING "Baby Think It Over" Teen Mothers/Fathers Parenting SPECIAL TOPICS Compulsive disorders Coping w/ disabilities Depression Skin cancer Teen suicide Sleep disorders Hepatitis Sexual Offender Treatment Program	HIGH SCHOOL Academic computer education GED New Century Education Lab School dropouts Mock Trial COLLEGE Selecting a college Applying/enrolling in college College scholarships College orientation Naval Academy SPECIAL TOPICS Homework Creative writing Poetry education Vocabulary building Oral/written book reports Reading skills Public speaking Critical thinking

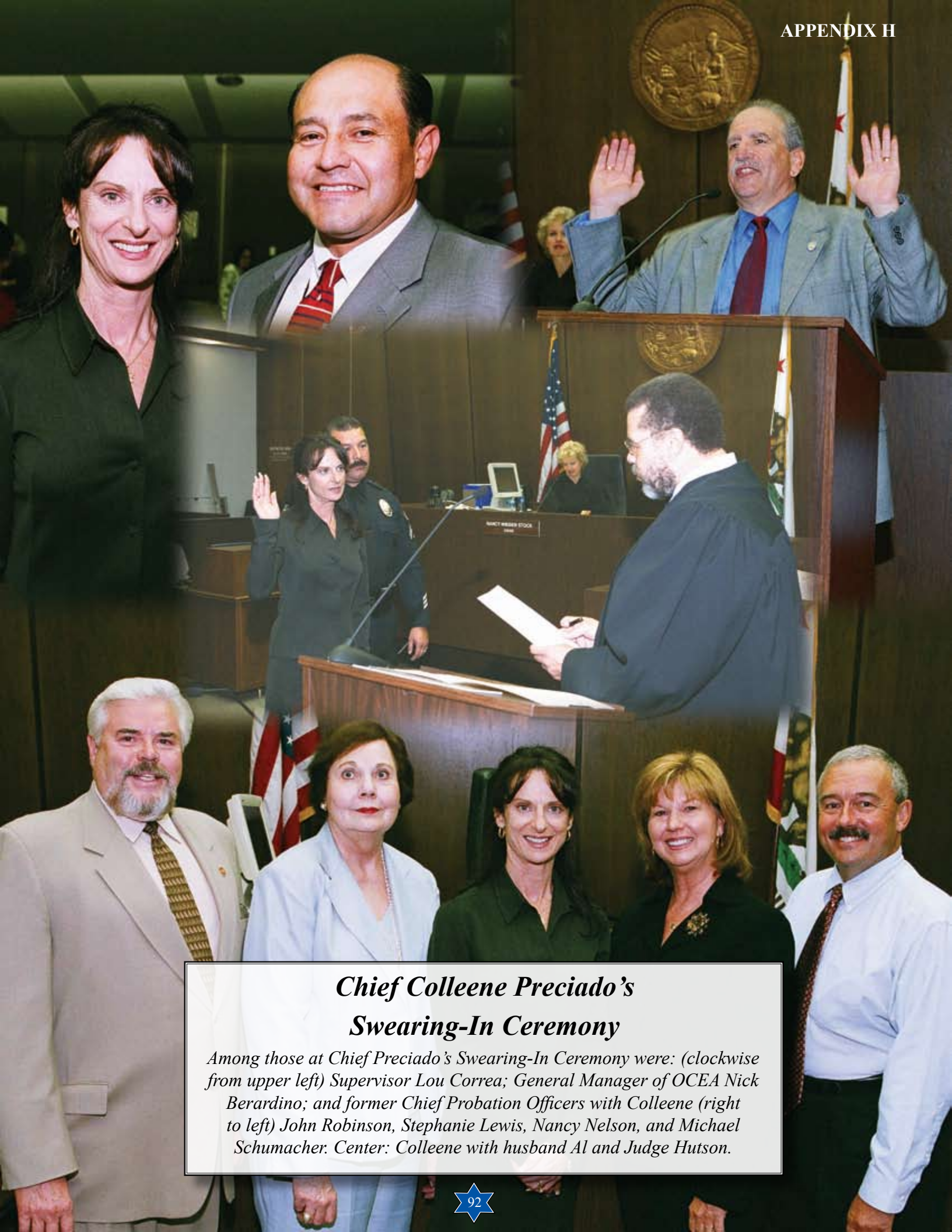
(*) This list summarizes the various specialized programming offered in the juvenile institutions. It is in addition to the core set of services provided for all youth in custody that includes the following: (1) formal school instruction; (2) screenings for physical, mental, and substance abuse problems; (3) treatment for physical and dental problems; and (4) individual and/or group therapy as needed for mental health issues and substance abuse problems.

TRANSITIONS



Chief Stephanie Lewis' Retirement Party

Among the many attending Chief Lewis' retirement celebration were: (clockwise from upper left) Supervisor Tom Wilson, husband Bruce, Stephanie, and daughter Alison. Center: With Stephanie are CDPOs Bill Daniel, Colleene Preciado, and Tom Wright.



Chief Colleene Preciado's Swearing-In Ceremony

Among those at Chief Preciado's Swearing-In Ceremony were: (clockwise from upper left) Supervisor Lou Correa; General Manager of OCEA Nick Berardino; and former Chief Probation Officers with Colleene (right to left) John Robinson, Stephanie Lewis, Nancy Nelson, and Michael Schumacher. Center: Colleene with husband Al and Judge Hutson.

GLOSSARY OF TERMS AND ACRONYMS

Accountability Commitment Program (ACP)

ACP offers an alternative to incarceration in Juvenile Hall. It allows specified offenders to be released home on electronic confinement to a day treatment program. The program is run in conjunction with the Orange County Department of Education and operates five days a week from 8 a.m. to 5 p.m.

Addiction Substance Abuse Education and Recognition Treatment (ASERT) Program

ASERT is a 75-bed intensive drug intervention and education program at the Youth Guidance Center (YGC) for males 12 to 18 years of age with long-term commitments and a history of significant substance abuse. The program incorporates a multidisciplinary intervention and education model that includes intensive drug counseling by three clinical psychologists and one substance abuse counselor, two school counselors, integrated case planning, a multi-disciplinary educational lab, and an after-care component that includes supervision by Deputy Probation Officers and job placement services.

Board of Supervisors (BOS)

The Orange County Board of Supervisors oversees the management of County government and many special districts including Flood Control, Development Agency, lighting districts, county service areas and sewer maintenance districts. The five Supervisors are elected by districts to four-year terms by the citizens of Orange County.

Breakthrough

Breakthrough is a drug therapeutic community at YGC that can serve up to 50 teenage boys and girls recovering from drug or alcohol addiction. It normally takes a minor from 9 to 12 months in custody to progress through all the residential phases of this highly structured program. Deputy Probation Officers provide intensive supervision of participants for a minimum of six months after their release.

Collection Officer

Collection Officers are employees of the Probation Department who conduct investigations and effect collection of debts owed the County for reimbursable aid, services provided, restitution, subrogation or other considerations, or monies owed to third parties. They work closely with Deputy Probation Officers to ensure victims receive restitution that has been ordered by the Court.

Containment Model

Orange County Probation uses the Containment Model with adult sex offenders, which means they receive intensive supervision by Deputy Probation Officers, regular visits with professional therapists, polygraph exams, and court-imposed restrictions on criminally oriented behaviors.

COPLINK

COPLINK is a joint Orange County law enforcement data sharing project to increase timely and successful outcomes in criminal investigations.

Corrections Standards Authority (CSA)

The Corrections Standards Authority is a division of the California Department of Corrections and Rehabilitation. It is mandated in the California State Law (Welfare and Institutions and Penal Codes)

and is responsible for ensuring the establishment and continual reevaluation of minimum standards for local juvenile and adult detention facilities, conducting problem-solving inspections of all local detention facilities biennially, and reporting to the Legislature on the results of those inspections. CSA also establishes recruitment, selection, and training standards for all local corrections personnel working in jails and juvenile detention facilities.

Custody Intake

When juveniles are lodged at Juvenile Hall for a probation or law violation, Deputy Probation Officers gather information on the violation, evaluate the need for continued detention, and develop recommendations for the Court on case disposition. This process is called custody intake.

Deputy Juvenile Correctional Officer (DJCO) I and II

DJCOs are peace officers who have met extensive screening and background requirements and received 138 hours of initial training prior to their first work assignment. In addition, they receive 24 hours of annual approved training each year on job-related topics. DJCOs provide direct supervision of juveniles who are in custody at one of the County's five juvenile institutions or who are enrolled in a YFRC or alternative confinement program. They perform responsible and difficult casework counseling.

Deputy Probation Officer (DPO)

DPOs are peace officers who have met extensive screening and background requirements and received 192 hours of initial training prior to their first work assignment. In addition, they receive 40 hours of annual approved training each year on job-related topics. DPOs protect the community through the provision of legally mandated direct services to the Courts, including recommendations for sentencing and the supervision of offenders under the Courts' jurisdiction. They conduct investigations for the Court, enforce court orders, assist victims, and facilitate the resocialization of offenders.

District Attorney's Family Protection Unit

The DA operates a Family Protection Unit that specializes in the aggressive prosecution of child, spousal, and domestic abusers to break the cycle of domestic violence. This unit also works closely with law enforcement and community groups to improve assistance to victims as the cases go through Court.

Diversion

Diversion is an option prescribed by juvenile law used at the intake stage of case assessment. Eligible minors can agree to be placed on informal probation in lieu of a court referral. They are supervised by a DPO for up to six months, during which time they must complete specific requirements, such as voluntary community service, restitution to victims, family and/or individual counseling, alcohol and substance abuse programs, etc. If they successfully complete the requirements, their law violation is dismissed without court action.

Division 31

This is a division within the California Department of Social Services regulations for foster care. Provisions within Division 31 describe the requirements needed for assessment and case plans that are necessary to comply with Title IV-E of the Social Security Act. In relation to the Probation Department, Division 31 applies to probation cases when a juvenile offender is considered to be at risk of out-of-home placement or is in foster care.

DPO Trainee Academy

The DPO Trainee Academy is a state-approved introductory academy for professional personnel entering the Deputy Probation Officer class series. It is a critical part of the overall requirements to reach journey-level status and consists of 192 hours of training.

Drug Court

Adult Drug Court is an interdisciplinary collaboration among the Court, District Attorney, Public Defender, Health Care Agency, and Probation Department that targets non-violent drug offenders. The primary goal is to protect the community by helping drug addicts become sober, law-abiding and productive members of society. The program is a minimum of 18 months long and combines substance abuse treatment with judicial oversight, frequent drug testing, and formal probation supervision. To graduate, offenders must complete four separate phases, be drug free, and be gainfully employed. After 10 years of operation, 80% of Drug Court graduates have not been re-arrested.

Juvenile Drug Court is a multi-agency collaborative program where minors with serious substance abuse problems and new law or probation violations receive intensive supervision and treatment on an outpatient basis. The program is a minimum of one year in duration and consists of individual and group counseling, self-help meetings, drug testing, and appearances in court. Juveniles who successfully complete the program have their charges dismissed and probation terminated. The program can serve up to 50 minors at any point in time.

Dual Diagnosis Court

Cases of individuals who suffer from both substance addiction and mental illness are referred to the Dual Diagnosis Court. A collaborative team including the Court, Probation, District Attorney, Public Defender, and Health Care Agency assesses the issues of the offender and develops an intensive, high-accountability supervision plan.

DUI (Driving Under the Influence) Court

Modeled after the Adult Drug Court, DUI Court is an interdisciplinary collaboration between the Court, District Attorney, Public Defender, Health Care Agency, law enforcement, and Probation Department that targets repeat DUI offenders. The goal of the program is to protect the community by reducing recidivism among high-risk impaired drivers. DUI Court is designed to increase accountability among offenders by requiring them to participate in a program that combines drug and alcohol treatment with education, judicial scrutiny, drug testing, and formal probation supervision.

Global Positioning Satellite (GPS)

GPS tracking devices can be used as tracking monitors on offenders. GPS technology allows for the movement and location of probationers and parolees to be monitored 24 hours a day, seven days a week. It can also be extremely valuable in correlating crime and incident report data when compared to the geolocation data of offenders. The technology also allows for the enforcement of conditions of probation or parole as they relate to the geolocation and activities of offenders. Examples of such conditions may include protective or no-contact orders related to victims, exclusion from parks, schools, or other places where children may congregate, curfew orders, and travel restrictions.

Institutions Management System (IMS)

IMS is an automated case tracking system that assists with managing the populations at Probation's five institutions. It is a real-time, in-custody tracking system for all minors' movements and other aspects of juvenile case- and program-related daily operations within the institutions.

Integrated Case Management (ICM)

Integrated Case Management is a seamless process in which information collected at every point in the department is captured in a unified case record. ICM succeeds when staff throughout the agency are able to record and access case information in one automated system. The Probation Department has established a strategic objective of implementing an integrated case management system over the next several years.

Interstate Compact

Interstate Compact is a reciprocal agreement among states. It governs the travel, movement, supervision, and transfer of adult probationers and parolees across state lines.

Juvenile Assessment Intake System (JAIS)

JAIS is an automated process that supports the initial investigation of new juvenile cases referred to the Probation Department. It allows the department to gather data on the risk factors associated with delinquent behavior and make a more informed determination on how to handle a case.

Juvenile Corrections Officer Core Class (JCOCC)

JCOCC is a state-approved introductory academy for professional personnel entering the Deputy Juvenile Correctional Officer class series that consists of 138 hours of training.

Juvenile Court Work Program

The Juvenile Court Work Program offers an alternative to incarceration in Juvenile Hall. It allows offenders to work on weekend work crews under the supervision and guidance of DJCOs in lieu of serving institutional commitments.

Juvenile Justice Crime Prevention Act (JJCPA)

JJCPA is a state funding stream to assist in the implementation of a comprehensive multi-agency juvenile justice plan for a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-risk youth and juvenile offenders.

Memorandum of Understanding (MOU)

An MOU is a written document that provides a framework for pursuing common objectives, records the mutual understanding of parties, or documents a plan of cooperation.

Minor

Any person under the age of 18 years may be referred to as a minor, meaning they are not legally considered an adult.

National Institute of Corrections (NIC) Model

NIC is a branch of the Federal Department of Justice. It is a center of correctional learning and experience that advances and shapes effective correctional practices and public policies at the federal, state, and local levels that respond to the needs of corrections through collaboration and leadership principles.

Non-Custody Intake

Non-Custody Intake is the process for Probation review of cases referred for court action when a juvenile has not been placed in custody. DPOs review the mail-in requests, gather information, and make recommendations on the disposition.

OnBase Document Imaging Technology

This technology allows paper files to be scanned and stored electronically, thus reducing the storage space needed for the retention of required documents. Probation is currently using the technology for scanning and storing all new adult case files.

Orange County Family Violence Council

The Orange County Family Violence Council (OCFVC) consists of representatives from the Courts, District Attorney, Public Defender, shelters, Social Services Agency, Probation, law enforcement, and Batterer's

Intervention Programs. The OCFVC meets monthly to coordinate services and share information about legal changes, training, and grants.

Orange County Probation Juvenile Correctional Institutions

- ***Juvenile Hall (Secure Detention)***
Juvenile Hall is a 434-bed institution for juvenile law violators. It houses boys and girls, generally between ages 12 and 18, who are detained pending Juvenile Court hearings or who remain in custody by order of the Court.
- ***Lacy Juvenile Annex (Secure Detention)***
Lacy Juvenile Annex is a 56-bed module co-located in the Theo Lacy Jail that houses 17 1/2- to 19-year-old males serving juvenile commitments. The program is designed to help older male wards transition into vocational and educational endeavors commensurate with their ages.
- ***Joplin Youth Center (Non-Secure Detention)***
Joplin is a 64-bed juvenile correctional institution providing residential treatment for boys ages 13 to 17 years. Residents are serving commitments ordered by Juvenile Court. Boys sent to Joplin typically have 30 to 120 days remaining on their Juvenile Court commitments.
- ***Los Pinos Conservation Camp (Non-Secure Detention)***
Los Pinos is a 156-bed co-ed institution situated in the Cleveland National Forest for girls and boys ages 16 and older serving commitments of three months to one year. Juveniles placed at the facility participate in extensive vocational training, work programs, and ROP (Regional Occupation Program) classes.
- ***Youth Guidance Center (Non-Secure Detention)***
YGC is a 125-bed facility located in Santa Ana for boys and girls ages 11 through 18 years. YGC offers programs that focus on the wide range of needs of juvenile offenders, as well as specialized programs for teenage girls and substance abusers (Breakthrough, ASERT, and STEP). The primary goal for all of these programs is to develop the minor emotionally, behaviorally, and academically for transition back to the community.
- ***Youth Leadership Academy***
The Youth Leadership Academy will be a non-secure 120-bed facility located on the site of Juvenile Hall. Scheduled to open in 2006, the YLA will provide a treatment program for boys and girls based on a “values curriculum” focusing on building self-discipline, self-esteem, self-worth, and trust. The program will include remedial education, rehabilitative treatment programs, substance abuse counseling, mental health services, and community re-entry planning.

Peace Officer

Section 830.5 of the California Penal Code gives peace officer authority to probation officers to enforce the conditions of probation for any person in the state who is on probation. Peace officers are required to complete training prescribed by the Commission on Peace Officer Standards and Training prior to exercising the powers of a peace officer. Unlike police officers, peace officers have authority and the power of arrest only over people who have been placed on probation or detained/committed to a probation correctional facility by the Court. The peace officer authority of DJCOs is limited to juveniles who are in custody.

Probation

Probation means the conditional release of an offender under specific terms ordered by the Court.

Probation Community Action Association (PCAA)

Established in September 1993, PCAA is a nonprofit organization that was created to support special Probation projects and meet the needs of offenders and their families that could not be met with public Probation funds. Known as the “Heart of Probation,” PCAA serves over 5,800 youth and families each

year through a variety of projects, such as the annual holiday Adopt-A-Family program. The work of approximately 70 PCAA members is supplemented by approximately 650 volunteers who assist in numerous ways with a variety of program services.

PROB-NET

PROB-NET is the Probation Department's integrated web site for probation employees. It provides easy and immediate access to general-purpose links, training opportunities, detailed information in a wide variety of categories, and documents such as the department's policy manual, research reports, business plans, etc.

Proposition 36/PC 1210

Proposition 36/PC 1210 required that as of July 2001, all nonviolent drug offenders receive probation supervision and mandatory drug treatment in lieu of jail. Many of these cases have long histories of drug use, are severely addicted, and have significant criminal histories. These clients require supervision, drug testing, and drug treatment.

Recidivism

Probation defines recidivism as any new law violation after a juvenile or adult has been placed on probation.

Resocialization

Resocialization means identifying the offenders' root problems and matching them with the right treatment programs at the right time so they will become law-abiding and productive members of the community.

Restitution

Restitution is compensation for loss, damage, or injury that a person is required to pay to the victim(s) of their crimes.

Risk/Needs Assessment

The Risk/Needs Assessment is a tool used by DPOs to assess probationers when they are first placed on probation and at six-month intervals while on probation. The results of each assessment assist deputies in identifying and prioritizing the level of supervision/surveillance (based on the assessed risk to the community) and resocialization/intervention services (based on the probationer's assessed needs). The Risk/Needs Assessment tool was developed and validated in Orange County over a decade ago as part of the implementation of the National Institute of Corrections (NIC) Risk/Needs Model.

RPO (Resident Probation Officer)

Deputy Probation Officers assigned as liaisons to the Superior and Limited Jurisdiction Criminal courts are called RPOs. These deputies provide assistance to the Courts and advise the Courts on appropriate sentencing in probation matters.

RSAT (Regional Substance Abuse Treatment)

This is a federal grant currently administered by the state Office of Emergency Services (OES). This funding stream supports the Addiction and Substance Abuse Education and Recognition Treatment (ASERT) program at the Youth Guidance Center.

STC (Standards for Training and Corrections)

The STC Program began on July 1, 1980, and operates under the Corrections Standards Authority (CSA). STC's primary role is to foster effective staff selection and job-related training for local corrections

personnel. CSA has established and continually maintains statewide standards that provide valid selection criteria for certain correctional positions.

STEP (Sobriety Through Education and Prevention)

STEP is a comprehensive treatment program specifically designed to serve female wards at the Youth Guidance Center.

TARGET (Tri-Agency Resource Gang Enforcement Team)

TARGET is a cooperative effort to identify, target, and suppress gang activity and gang-related crime. The teams are comprised of members representing the Probation Department, District Attorney, and local law enforcement.

Victim Services Strategic Planning Group (VSSPG)

This group meets quarterly to ensure the delivery of coordinated services for victims. Membership includes the Victim Services Coordinator and representatives from each of the Probation Department's major functions.

Voice Recognition Technology

Voice recognition technology allows DPOs to dictate case information and court reports directly into a computer, producing reports through voice recognition word processing software.

Volunteer in Probation (VIP)

Approximately 500 people assist the Orange County Probation Department by serving as volunteers through this program. After careful screening, these volunteers assist DPOs, serve as mentors to offenders, and offer services and programs at the five juvenile institutions run by the Probation Department.

Volunteer Probation Officer (VPO)

Forty-five volunteers serve the department as VPOs. They receive 36 hours of classroom training, two on-site visits to juvenile institutions, and 24 hours of on-the-job training. VPOs work with and under the supervision of DPOs to perform a variety of duties.

Wards

Juveniles who come under the jurisdiction of the Court for a law violation may be declared wards of the Court.

Warrant

An order by the Court for the arrest of a juvenile or adult is called a warrant. It is generally issued for failure to appear at a court hearing or absconding from Probation, which means leaving the area or deliberately keeping one's location a secret so Probation is unable to enforce the Court's orders and provide supervision.

Youth and Family Resource Center (YFRC)

YFRCs are wraparound day-treatment programs developed by the Probation Department that provide comprehensive, multi-disciplinary, early intervention services for first-time wards at high risk for chronic reoffending and for youth transitioning back to the community from an institutional setting. These collaborative programs seek to engage the entire family in the intervention process.